small business resource guid

U.S. SMALL BUSINESS ADMINISTRATION SEATTLE DISTRICT OFFICE

serving Western Washington

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SEATTLE DISTRICT OFFICE

SERVING WESTERN WASHINGTON

Park Place Building 1200 Sixth Avenue, Suite 1700 (corner of Sixth and University) Downtown Seattle

GENERAL INFORMATION 206-553-7310

www.sba.gov/wa/seattle/

Dear Entrepreneur,

These are challenging times to own and operate a small business in the State of Washington! The U.S. Small Business Administration encourages you to pursue your dream of financial and personal prosperity.

The Seattle SBA District Office is the largest district office in Region X, and encompasses most of Western Washington. We serve 15 of the 39 counties in the state - King, Pierce, Snohomish, Thurston, Kitsap, Skagit, Whatcom, San Juan, Clallam, Jefferson, Mason, Grays Harbor, Lewis and Pacific – approximately 3.5 million or 72% of Washington State's total population. These counties also account for more than 70% of the business in Washington State.

With over 90% of Washington State's business being classified as small, the SBA financial programs and technical assistance services are vitally important to the community.

Covering a wide variety of topics - from SBA programs and services, business licensing, government regulations, steps in preparing a business plan, to selecting a legal structure for your business - the Seattle Small Business Resource Guide 2002 is available to all entrepreneurs. In addition to SBA programs and services, you will find a listing of small business resources offering technical assistance and loan options.

This Guide would not have been possible without our cosponsor, Connect Express Inc., a full-service Internet solution provider, specializing in Internet design, development, and connectivity.

We wish you entrepreneurial success!

Robert P. Meredith, SBA Seattle District Dirctor

The support given by the U.S. Small Business Administration to this activity does not constitute an express or implied endorsement of any cosponsor's or participant's opinions, products, or services. All SBA programs or cosponsored programs are extended to the public on a nondiscriminatory basis. SBA Authorization #99-1013-84.

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The American Dream: Is Entrepreneurship for you?

There is no way to eliminate all the risks associated with starting a small business. However, you can improve your chances of success with good planning and preparation. A good starting place is to evaluate your strengths and weaknesses as the owner and manager of a small business. Consider the following:



Are you a self-starter?

It will be up to you -- not someone else -- to develop projects, organize your time, follow through on details.

How well do you handle different personalities?

Business owners need to develop working relationships with a variety of people including customers, vendors, staff, bankers and professionals such as lawyers, accountants or consultants. Can you deal with a demanding client, an unreliable vendor or cranky staff person in the best interest of your business?

How good are you at making decisions?

Small business owners are required to make decisions constantly, quickly, under pressure and independently.

Do you have the physical and emotional stamina to run a business?

Business ownership can be challenging, fun and exciting. However, it's also a lot of work. Can you face 12 hour work days six or seven days a week?

How well do you plan and organize?

Research indicates that many business failures could have been avoided through better planning. Good organization -- of financial information, inventory, schedules, production -- can help avoid many potential pitfalls.

Is your drive strong enough to maintain your motivation?

Running a business can wear you down. Some business owners feel burned out by having to carry all the responsibility on their shoulders. Strong motivation to make the business succeed will help you survive slowdowns as well as periods of burnout.

How will owning a business affect your family?

The first few years of business start-up can be hard to balance against the demands of family life. There also may be financial difficulties until the business becomes profitable, which could take months or years. You may have to adjust to a lower standard of living or put family assets at risk.

On the Upside...

It's true, there are a lot of reasons not to start your own business. But for the right person, the advantages of business ownership far outweigh the risks.

- You get to be your own boss.
- Hard work and long hours directly benefit you, rather than increasing profits for someone else.
- Earning and growth potential are far less limited.
- A new venture is exciting.
- Running a business will provide endless variety and challenge and won't settle into a dull routine.

SBA PROGRAMS AND SERVICES

www.sba.gov

SBA was created in 1953 as an independent agency of the federal government to aid, counsel, assist and protect the interests of small business concerns, to preserve free competitive enterprise and to maintain and strengthen the overall economy of our Nation.

To effectively meet small businesses' rapidly changing needs, the SBA constantly strives to stay on the cutting edge. Many of the SBA's programs and services are free and provided to the public on a nondiscriminatory basis.

FINANCE AND INVESTMENT

8(A) BUSINESS DEVELOPMENT

GOVERNMENT CONTRACTING

INNOVATION AND RESEARCH

SURETY BOND GUARANTY PROGRAM

COUNSELING AND TECHNICAL ASSISTANCE

The SBA Loan Guarantee Program:

How it Works

The SBA helps small businesses obtain needed credit by giving the government's guaranty to loans made by commercial lenders. The lender makes the loan, and SBA promises to repay up to 85% of any loss in case of default. Most commercial banks in Western Washington and some non-bank commercial lenders participate in this program.

www.sba.gov/financing/

SBA's primary lending product is the 7(a) guaranteed loan program. Through this program SBA guarantees up to \$1 million of each loan made by its participant lenders. These loans typically range from \$50,000 to \$2 million and are repaid in monthly installments. They can be used for a variety of business purposes (e.g., working capital, equipment acquisition, and real estate purchases). Maturities depend on the use of loan proceeds, but typically range from 5 to 25 years.

Types of loans

LowDoc is a streamlined "low documentation" loan program with an upper limit of \$150,000. The bank sends a one-page application, that relies on the strength of the applicant's character and credit history, to SBA by fax and SBA responds by fax within one to two days.

Women and Minority Pre-qualification Program - This program essentially reverses the SBA lending process. An applicant will work with a financial intermediary and submit an application to the SBA. Successful applications will have an SBA-guaranteed loan approval, which the applicant will then take to a lending institution. If the lending institution decides an applicant is acceptable, the applicant loan will be funded. The SBA prequalification will save the applicant processing time and serve as an incentive to the financial institution to make the loan. For more information call the SBA Finance Division, 206-553-7312; or contact SBA designated intermediaries Community Capital Development, 206-324-4330 or DownHome Washington, 425-743-9669.

Export Working Capital loans are used to finance export sales-90% SBA guaranty-up to \$1 million. Call the US Export Assistance Center, 206-553-0051 for more details.

CAPLines Program finances small businesses' short-term and cyclical working capital needs. The program offers credit lines for contractors and builders as well as seasonal and standard revolving lines to finance recurring short-term needs. The line may run for as long as five years and can be revolving or non-revolving. Servicing requirements for amounts in excess of \$200,000 can be quite rigorous.

504 Certified Development Company (CDC) Loans - In this program, SBA does not guaranty the bank's loan. Rather, the bank makes a first mortgage loan for about 50% of the project cost. The borrower is expected to come up with at least 10%. The remaining 40% is raised by sale of SBA-backed debentures issued by a CDC. Requires participation of a bank, SBA, and a CDC. Loans are for fixed assets only. Most 504 projects are in the \$200,000 to \$2 million range. For more information, call Evergreen Community Development Association at 206-622-3731 or NW Business Development Association at 509-458-8555.

MicroLoan Program provides loans from \$500 up to \$35,000 to qualified small businesses in Western Washington needing small-scale financing and technical assistance for start-up or expansion. Loans are made through designated intermediaries. Contact DownHome Washington, 425-743-9669 or Washington CASH, 206-352-1945.

 $\underline{\text{General Credit Requirements}}$ - SBA and private lenders use similar criteria to test credit worthiness

- (1) Repayment Ability: You must show that you can meet business expenses, owner's draw, and loan payments from the earnings of the business. This is usually demonstrated through historical performance and/or thoroughly documented cash flow projection.
- (2) Management: You must show ability to operate the business successfully. For a start-up, you should have experience in the type of business you propose to start, as well as some significant work experience at a management level.
- (3) Equity: The owners must have enough of their own capital at stake in the business:
 - a. For a New Business (or when buying a business) you should have approximately one dollar of cash or business assets for each three dollars of loan.
 b. For an Established Firm, the after-the-loan business balance sheet should show no more than four dollars of total debt for each dollar of net worth (i.e., a 4:1 Debt/Equity ratio, although this may vary by industry).

Definition of Equity: Pledging of non-business assets (often a second mortgage on your personal residence may be required for collateral. However, this should not be confused with equity in the sense it is used here. As used here, equity is the owner's net investment in the business).

(4) Credit History: Your personal and company credit histories will be reviewed. Any prudent lender prefers applicants who have a history of meeting their obligations. If your credit record has blemishes, but there are extenuating circumstances, you will want to explain fully. <u>Guarantee Portion</u> - Under the 7(a) guaranteed loan program SBA may guaranty from 75% to 85% of an eligible bank loan up to a maximum guaranty amount of \$1,000,000. The exact percentage of the guaranty depends on a variety of factors such as size of loan and which SBA program is to be used. This will be worked out between the SBA and your bank.

Amounts - Maximum loan amount is \$2 million. In addition, the total SBA guarantee for any one borrower may not exceed \$1 million. EXCEPTIONS: LowDoc loans may not exceed \$150,000 or for Pollution Control or International Trade loans, the guaranty portion of the loan may not exceed \$1.3 million.

<u>Maturity</u> - Up to 25 years for real estate acquisition or construction. Most other SBA loans are limited to 10 years. Working capital loans are generally limited to seven years.

Interest Rates - SBA sets maximum rates on its guaranty loans. The rate may be either fixed or floating, as determined between the bank and applicant. The rate is pegged to the prime rate as published daily in the Wall Street Journal. The formulas are:

- Prime + 2.25% for loans more than \$50,000, maturity less than 7 years.
- Prime + 2.75% for loans more than \$50,000, maturity 7 years or more.
- Lenders have the option of charging an additional 1% on loans under \$50,000 and 2% on loans under \$25,000.

Fees - SBA charges a fee for its guaranty. The fee is levied on that portion of the loan guaranteed by SBA, not the face amount of the loan. It is passed along to the borrower and is usually financed (i.e., built into the loan amount).

- If loan maturity exceeds 12 months the fee is:
- 2% of the guaranteed portion for loans up to \$150,000.
- 3% of the guaranteed portion for loans above \$150,000 up to \$700,000
- 3.5% of the guaranteed portion for loans above \$700,000
- If the loan maturity is 12 months or less, the fee is .25% (¼ of 1%) of the guaranteed portion.
- CAPLines may have ongoing servicing charges in addition to the guaranty.

<u>Prepayment Penalities</u> - Only on loans with terms of 15 years or longer. Decreasing prepayment penalties apply during the first three years of the loan.

Collateral - SBA's collateral policy is in two parts:

- (1) When a loan guaranty is approved, we expect all available company assets to be offered as collateral. If company assets are insufficient to fully secure the loan, liens on personal assets may be required. Often, this means a lien on the family home.
- (2) On the other hand, if adequate collateral simply is not available, this fact alone will not cause SBA to decline an otherwise qualified loan.

Eligibility - Most small businesses are eligible to receive SBA loan guaranties. However SBA is unable to make loans under the following circumstances:

- (1) If the applicant is not a small business.
- (2) If the funds are otherwise available on reasonable terms, e.g., if the bank would make the same loan terms available without an SBA guaranty, or if personal assets could be used without hardship to the owners.
- (3) If the loan is to pay off creditors who are inadequately secured.
- (4) If your business is engaged in speculation, lending, investment, or rental real estate.
- (5) If the applicant is a non-profit enterprise (except employee stock ownership programs).

<u>Size Standards</u> - Applicants must meet our definition of small business. Size limits may vary by specific industry group (SIC code). See page 22 for more information.

Preferred and Certified Lenders - Certain commercial lenders have earned preferred or certified status with SBA. This allows lenders to process SBA loans with less paperwork and in less time. You can find a list of preferred and certified lenders at www.sba.gov/wa/seattle/seplpclp.html

Questions? Attend a FREE SBA Loan Briefing

Join us for an informative session on how the SBA Loan Guaranty Program works.

- Can loan proceeds be used to consolidate debt, help with cash flow or buy a building?
- What are the eligibility and credit requirements?
- What are lenders looking for?
- Who can help with a business plan or a loan proposal?

Your specific questions will be answered.

Where: SBA Business Information Center

1200 Sixth Avenue, Suite 1700

Sixth and University Downtown Seattle

When: Noon to 1 pm

2nd and 4th Thursday of each month

Call 206-553-7310 to confirm date

Please arrive 15 minutes early to sign in.

Does the SBA provide grants to small businesses?

The SBA does **not** offer direct grants of money for starting or expanding the operations of a small business. SBA's grant programs generally support non-profit organizations, intermediary lending institutions, and state and local governments in an effort to expand and enhance small business technical and financial assistance.

WHAT A LENDER IS LOOKING FOR

New Business

- (1) Describe in detail the type of business to be established.
- (2) Describe your experience and management credentials.
- (3) Prepare a detailed estimate of how much capital will be needed to start. State how much you have and how much you will need to borrow.
- (4) Prepare a current personal financial statement, listing all personal assets and liabilities.
- (5) Prepare a month-by-month projection of revenues, expenses and profit for the first twelve months. Also do a companion cash flow projection for the same period. Explain your major assumptions in an accompanying narrative.
- (6) List the collateral to be offered as security for the loan, with estimates of the market value of each item.
- (7) Take this material to your banker. If the bank wants an SBA guaranty for your loan, they will make application to us. You deal with the bank; the bank deals with SBA.

Established Business

- (1) Current business financial information: Prepare a current balance sheet and an income (profit and loss) statement for current year up to the date of the balance sheet.
- (2) Historical business financial information: Prepare income statements and balance sheets for the past three full years. Do not include personal items on the statements. Reconcile the equity balances between each year.
- (3) Prepare a month-by-month projection of revenues, expenses and profits for the next twelve months. Also do a companion cash flow projection for the same period. Explain your major assumptions in an accompanying narrative.
- (4) Prepare a current personal financial statement for each owner, partner, or stockholder owning at least 20% of the business.
- (5) List the collateral to be offered as security for the loan, with estimates of the market value of each item.
- (6) State the amount and intended uses of the loan.
- (7) Take this material to your banker. If the bank wants an SBA guaranty for your loan, they will make application to us. You deal with the bank; the bank deals with SBA.



FREQUENTLY ASKED QUESTIONS ABOUT THE SBA LOAN GUARANTY PROGRAM

(1) Does the SBA provide grants to start or expand small businesses?

No. The SBA does <u>not</u> offer direct grants of money for starting or expanding the operations of a small business. SBA's grant programs generally support non-profit organizations, intermediary lending institutions, and state and local governments in an effort to expand and enhance small business technical and financial assistance.

There are grants available to small businesses through various federal agencies. However, these grants are typically awarded to existing businesses and are narrow in purpose, such as the Small Business Innovation Research Program (http://www.sba.gov/SBIR), which awards grants to established and qualified enterprises to develop new technologies.

You can obtain more information on grants offered by various federal, state and local organizations at http://www.sba.gov/expanding/grants.html

(2) Do I need to be declined by a bank before applying for an SBA loan guaranty?

No. The SBA helps small businesses obtain needed credit by giving the government's guaranty to loans made by commercial lenders. The lender makes the loan, and SBA promises to repay up to 85% of any loss in case of default. Most commercial banks in Western Washington and some non-bank commercial lenders participate in this program.

(3) Does my business qualify for SBA assistance?

Approximately 98% of all businesses are eligible for SBA help. Ineligible businesses include those explained on page 9 under **Eligibility**.

(4) What can I do to increase my chances of getting a loan?

Research and develop a business plan that includes realistic financial projections and an estimate of anticipated earnings. A well planned and organized business plan will be an important factor when a lending officer reviews your loan request. See page 24 on Writing a Business Plan.

(5) How much personal investment or contribution do I need to qualify for a loan?

If you're a start-up, you can typically expect to provide approximately 20 to 30 percent of the total required starting capital. If you're an established business, the ratio of total debt-to-net worth after the loan is made should be approximately 4:1 or better in most cases.

(6) What is the turnaround time for a loan to be processed?

If all the loan documentation is complete, a preferred lender can get an SBA approval within 24 hours of submitting the documents to SBA; a certified lender can get SBA approval in as few as three days. See #7 below on the definition of a preferred and certified lender.

(7) What is the Preferred Lender Program (PLP) and Certified Lender Program (CLP)?

The PLP maximizes the use of qualified lenders. SBA delegates loan approval, closing, and most servicing and liquidation authority and responsibility to carefully selected lenders. The CLP is for lenders who have successful SBA track records and a thorough understanding of SBA lending policies and procedures. The SBA reviews the lender's credit analysis rather than conducting a complete second analysis. You can find a list of preferred and certified lenders at http://www.sba.gov/wa/seattle/seplpclp.htm

(8) Where can I obtain a loan application?

SBA loan forms are available from participating lenders. You may also download them from http://www.sba.gov/library/forms.html

(9) If my loan application is declined, what other options do I have?

Don't give up. There may be other finanicial resources better suited for your needs (page 34 under Financing Options). There are other financial entities that use different evaluative techniques and loan money at a slightly higher interest rate than a traditional bank loan. In addition, some states, counties, and cities commonly work with local banks to provide financial support to small businesses as part of their economic development programs. Ask your banker to help you explore these options.

FREE SBA LOAN BRIEFING

2nd and 4th Thursday each month Noon to 1 pm

> SBA Business Enterprise Center 1200 Sixth Avenue, Suite 1700 Corner of Sixth and University Downtown Seattle

Contracting Help for Small and Minority Businesses

Would you like to market your business on the world wide web at no cost? Would you like to know about private and government procurement opportunities? Is your business socially and economically disadvantaged? Is your business located in a distressed area?

Read on.

8(a) Business Development Program

Available to businesses that:

- meet SBA's small business size standards
- have been operating for at least two years prior to application
- are owned at least 51% by U. S. citizens
- are owned by socially and economically disadvantaged individuals

Socially disadvantaged groups include:

- Black American
- Hispanic American
- Native American
- Asian Pacific American
- Subcontinent Asian American

Others must provide evidence as to how they have been discriminated

Economically disadvantaged businesses must have:

- personal net worth of \$250,000 or less, excluding primary residence and equity in business
- a product or service regularly purchased by the federal government

Application available from the SBA office or web site www.sba.gov/med

Small Disadvantaged Business Certification Program (SDB)

Available to businesses that:

- meet SBA's small business size standards
- are owned at least 51% by U. S. citizens
- Must meet socially disadvantaged status as defined under 8(a) program above
- Economically disadvantaged businesses must have personal net worth of \$750,000 or less, excluding primary residence and equity in business

PRO-Net

- Available free of charge to small firms seeking federal, state or privatesector contracts
- Provides opportunity to create, view and update business profile
- Links firms to current procurement opportunities through electronic connection
- Creates a marketing tool to sell your product or service to both government and private sector
- Provides access to buyers looking for qualified vendors

Register on-line at http://pronet.sba.gov

HUBZone Empowerment Contracting Program

Available to businesses:

- located in an eligible "Historically Underutilized Business Zone"
- owned and controlled by one or more U. S. citizens; and
- at least 35% of its employees must be HUBZone residents

Provides "place-based" opportunities for both federal prime contract and subcontract benefits

Determine HUBZone status by visiting SBA's web site www.sba.gov/hubzone Electronic application available on web site www.sba.gov/hubzone

For more information call 206-553-7343

Innovation and Research

Small Business Investment Companies (SBIC)

The SBIC Program fills the gap between the availability of venture capital and the needs of small businesses in start-up and growth situations. SBICs, licensed and regulated by the SBA, are privately owned and managed investment firms that use their own capital, plus funds borrowed at favorable rates with an SBA guarantee, to make venture capital investments in small businesses.

Office of Technology - www.sba.gov/INV/

The SBIC Program fills the gap between the availability of venture capital and the needs of small businesses in start-up and growth situations. SBICs, licensed and regulated by the SBA, are privately owned and managed investment firms that use their own capital, plus funds borrowed at favorable rates with an SBA quarantee, to make venture capital investments in small business.

Small Business Innovation Research (SBIR) - The SBIR program is a highly competitive program that encourages small business to explore their technological potential and provides the incentive to profit from its commercialization. By reserving a specific percentage of federal R&D funds for small business, SBIR protects the small business and enables it to complete on the same level as larger businesses.

Small Business Technology Transfer Program (STTR) - STTR expands funding opportunities in the federal innovation research and development arena. Central to the program is expansion of the public/private sector partnership to include joint venture opportunities for small business and the nation's premier nonprofit research institutions. STTR's most important role is to foster the innovation necessary to meet the nation's scientific and technologic challenges in the 21st century.

For more information contact: SBA, Office of Technology, 409 Third Street, SW, Washington, DC 20416, 202-205-6450

Surety Bond Guarantee Program

The Surety Bond Guarantee (SBG) Program helps small and emerging contractors obtain bid, performance and payment bonds. The SBA guarantees up to 90% of a bond issued by a surety company for construction, service, supply and manufacturing contracts. To qualify as a small business an applicant's annual receipts must not exceed \$5 million on an average over the last three years.

Area Office 4 handles applications for bond guarantees on behalf of contractors domiciled in Alaska, Arizona, California, Hawaii, Idaho, Nevada, Oregon, Washington and Guam. For more information call 206-553-7061. For a listing of Washington State bond agencies go to page 36.

International Trade Assistance

The U.S. Export Assistance Center combines trade-promotion and export-finance assistance of the SBA, the U.S. Department of Commerce and Export-Import Bank of the United States in a single location. The Center is a cooperative effort of the Commercial Service of the U.S. Dept. of Commerce, the Export Finance Assistance Center of Washington and the U.S. Small Business Administration. Assistance available in accessing and developing an international marketing strategy, roviding customized market research, international trade data, leads, and contacts for Trade promotion events, programs and publications. Financing information on export loans, loan guarantees and export credit insurance is also available. Information, advice and export financing is available to prepare businesses to take advantage of the new world market. For more information call 206-553-5615.



Counseling, Training and Technical Assistance

THE PLACE TO COME FOR SMALL BUSINESS HELP!

U.S. Small Business Administration 1200 Sixth Avenue, Suite 1700 Seattle, WA 98101-1128 206-553-7311

> 9 am to 4 pm Monday through Friday

We've got the tools you need to start and run a business...

- one-on-one counseling
 - financing options
- training and workshops
 - small business library
- minority assistance programs
- women's business assistance
- Internet access for business planning
- guidance on government contracting - computer software business programs
 - state, federal and local resources

...all in one convenient location

At Small Biz Place NW we save you time by offering a myriad of valuable small business resources - all in one convenient location. Imagine the wealth of assistance you'll receive from seasoned business counselors, no-cost or low-cost training and workshops and representatives from state, federal and local business organizations.

We will walk you through the business start-up process step-by-step or we can help if you own an existing business and want to expand!

logo design: chrislee.com

WHAT WE OFFER AT SMALL BIZ PLACE NW:

The SBA Business Enterprise Center

Since it's inception, thousands of clients have visited this unique facility in downtown Seattle. *The Center is divided into two distinct areas:*

The **business reference library** is a place where a small business owner can create a business plan, research potential markets in a foreign country on the Internet, discuss management issues with on-site experienced counselors, and peruse hundreds of business publications all in one location.

The **education center** is a state-of-the-art facility that hosts group instruction for entrepreneurs on a wide variety of training and workshop topics, including How to Write a Business Plan, Selling On-Line, and Defining Your Target Market .

Clients have access to:

- More than 1,800 reference books, guides and videos covering a wide variety of topics such as business planning, marketing, incorporation and the legal aspects of running a business
- Assistance with building a business plan
- Referral information on other community resources
- Computer work stations with Internet access and business planning applications (PC and MAC format)

Business Software Programs

The **SCORE Business Plan Templates** are custom designed to guide you through the business planning process with detailed outlines for start-up and existing businesses.

The *Small Business Advisor* is an in-depth source of information, which addresses legal issues, and a multitude of other business related information pertinent to Washington State. *Insight* allows you to find the norms and key business ratios for your industry and compare your numbers with those standards. *MarketPlace* allows you to search for businesses by Standard Industry Code (SIC). You choose the various parameters by zip code, annual sales, number of employees and number of years in business.

Explore Your Export Options - Looking for information about international trade activity? Try the **International Trade Data Network** or **National Trade Data Base** which is accessed through Stat-USA and provides information from 15 federal agencies. Ask about the readiness to export software, **CORE V**. Make an appointment with one of the SCORE International Trade counselors to discuss your options.

ReferenceUSA a subscription database is used to conduct market research. This extensive database offers the information you need — in a fast, convenient format. The database contains, in module format, detailed information on more than 12 million U.S. businesses.

On-site counseling services offered by seasoned professionals free of charge!

Procurement Technical Assistance (PTAC) is on-site the 2nd Wednesday of each month for scheduled one-on-one counseling. PTAC assists business in marketing and selling products and services to Federal, State and local governments. Learn about EDI-Electronic Data Interchange, contracting requirements and targeted resources. Call John Tamble at 425-743-4567 or e-mail jtamble@snoedc.org to make an appointment.

OMWBE, Washington State Office of Minority & Women's Business Enterprise is on-site to guide you through the certification process andhelp increase your access to state and federal contracts. Monthly workshops held the 2nd Wednesday of each month at the SBA offices in downtown Seattle. For more information contact Naydu Nosse at 206-553-7356 or e-mail seattlebranch@omwbe.wa.gov to make an appointment.

SCORE, Counselors to America's Small Business, is on-site to guide you through the business plan process. Appointments are available for those who need more in-depth assistance. Client needs are matched with business counselor expertise. Call 206-553-7320 to make an appointment. See page 21 for more information.

Small Business Development Center specialist provides oneon-one business counseling. Specialists have significant practical experience owning and managing a wide variety of small businesses. The SBDC program targets existing small businesses that want to improve or expand their current operations. See locations on page 22.

Additional Centers where small business owners may take advantage of technical assistance and advice are:

Auburn Business Resource Center

Green River Community College 108 South Division Auburn, WA 98001 253-333-1600, ext 18 Call for hours of operation

Skagit Valley Business Resource Center

204 W. Montgomery Mt. Vernon, WA 98273 360-416-7873 Call for hours of operation

Tacoma Business Assistance Center

Bates Technical College 1101 South Yakima Avenue, Room M-123 Tacoma, WA 98402 253-680-7770 Open 9 am to 4:30 pm Monday through Friday

Turn the page to find out more about what's available at Small Biz Place.

No-cost and low-cost monthly workshops

1200 Sixth Avenue, Suite 1700 corner of Sixth and University downtown Seattle

FREE SBA Loan Briefing - 2nd and 4th Thursday each month from Noon to 1 pm. Learn more about the SBA Loan Guarantee Program and other sources available in Western Washington to finance your business. Can loan proceeds be used to consolidate debt, help with cash flow or buy a building? What are the eligibility and credit requirements? What are lenders looking for? Your specific questions will be answered. Call 206-553-7310 to confirm date.

FREE and How To's of Washington State Certification (presented by Office of Minority & Women's Business Enterprises - OMWBE) offers certification classes the 2nd Wednesday of each month, 10 a.m. to Noon. Learn about eligibility requirements for the State and USDOT certification and how to fill out the appropriate forms. For more information call Naydu Nosse 206-553-7356 or e-mail seattlebranch@omwbe.gov.

FREE Public Contracting Opportunities Briefing - 3rd Tuesday of each month from Noon to 1 pm. Presented by the SBA and the Washington State Office of Minority and Women's Business Enterprises. The overview covers various state and federal programs available to help small businesses compete for public and private sector contracts. For more information call 206-553-7356 or 206-553-7343.

FREE CPA Business Briefing held the 3rd Friday of each month from 11 am to 1 pm. The series will cover a variety of topics for small business owners and entreprenuers. Call 206-553-7320 for more information.

SCORE Workshops are different from most business-oriented workshops that are available today. Aimed directly at small businesses information is presented in a uncomplicated, non-technical manner. These workshops are real-world, not academic. See page 21 for more information.

Women's Network for Entreprenurial Training WNET is offered in downtown Seattle, Eastside, Tacoma and Everett. Breakfast meetings cover a variety of topics targeted for women business owners. See page 19 for more information.

2002 Schedule

www.sba.gov/wa/seattle/seawnet.html

DOWNTOWN SEATTLE

SBA Business Enterprise Center 1200 Sixth Avenue, Suite 1700 Corner of Sixth and University Downtown Seattle

- Feb 8 Strategic Planning, Goal Setting & Visioning
- Mar 8 Financing Your Business
- Apr 12 Finding Your Target Market
- May 10 Surviving Peaks & Valleys: Managing Your Business During Times of Economic Change
- Jun 14 Product to Market - Product to Patent
- Jul 13 **Building & Marketing Your** Service Business
- Aug 9 Risks & Rewards of Small Business Ownership
- Sep 13 How to Choose Your Business Advisory Team & Why You Need One!
- Oct 11 Understanding Your Company's Cash Flow
- Nov 8 Relationship Marketing -It's Who You know That Could Make the Difference

Cost per session

\$20 preregistration - \$25 at the door \$15** chamber members or WomenBusinessOwners members

WNET

Women's **NETWORK FOR** Entrepreneurial TRAINING

A Management Series for Women

Would you like to build a network of valuable resources to help you succeed in business? Are you interested in meeting other women in business?

Then you should join us for our monthly breakfast meetings. We cover topics and issues of interest to women business owners.

At every stage of developing and expanding your business, we are here to counsel, teach, encourage and inspire.

The format is simple: hear from a small business owner who has been there; learn from experts; and get your questions answered.

EVFRFTT

Northwest Women's Business Center 728 134th Street SW. Suite 219 Everett, WA 98204

- May 17 The Entrepreneurial Vision
- Jul 26 How to Choose & Use Your **Business Team Advisors**
- Sep 20 Financing Options for Your Business
- Nov 22 Mentoring for Success & Networking

Cost per session

\$15 preregistration - \$20 at the door \$10** participating chamber member

Preregistration accepted only until Noon day before scheduled session

**Participating chambers -

Seattle, Redmond, Kirkland, Bellevue, Issaquah, South Snohomish County, Everett

EASTSIDE

Bellevue Community College North Campus - 10700 Northup Way Bellevue

- Feb 15 Surviving and Thriving in Economic Peaks & Valleys
- Apr 19 Financing Options Your Business
- Jun 21 Marketing Your Business: Service and Product
- Sep 20 eBusiness Essentials
- Oct 18 Understanding Your Company's Cash Flow
- Relationship Marketing It's Who You Know That Could Nov 15 Make the Difference

Cost per session

\$23 preregistration - \$28 at the door \$18** Chamber members or WomenBusinessOwners members

TACOMA

LaQuinta Inn and Conference Center 1425 East 27th Street (Portland Avenue Exit) Tacoma

- Apr 17 Taxes Take the Biggest Bite
- May 15 Financial Management and Managing Cash Flow & Growth
- Jun 19 Financing Options for Your Business
- Sep 18 Investing in Your Business AND Your Employees
- Oct 16 Marketing Your Business -Service and Product
- Nov 20 Mentoring for Success & Networking

Cost per session \$15 preregistration \$20 at the door

NEED MORE INFORMATION?

Downtown Seattle and Tacoma

Carol Andersen 206-553-7315 carol.andersen@sba.gov

Eastside

Marcelle Pechler 425-885-4014 X22 ceo@redmondchamber.org

Everett

Rosa Cruz 425-787-9856 rosa.nwwbc@snoedc.org

Technical Assistance and Training for Women-Owned Businesses

Women's Business Center

www.seattleccd.com/wbc/

Business Technical Assistance

Technical training and counseling available to women business owners to enable them to acquire the skills they need to make their businesses grow and thrive financially.

Start-up businesses: Analyzing the feasibility of a new business idea; writing a business plan; preparing a loan application and finding a mentor from the business community.

Expanding businesses: Writing a comprehensive marketing plan; making human resource and staffing decisions; designing new product introduction strategies; preparing a loan application and preparing to sell a business.

Loan and Financial Assistance

Through its affiliation with Community Capital Development (CCD), the WBC has access to several loans funds, including CCD's in-house loan fund, SBA Prequalification Program and 7(a) Guaranty Loan Program and the State of Washington Child Care Loan Fund.

Orientation and Business Assessment Workshops

Helps prospective business owners determine their needs and learn more about the various programs and services.

Education and Training

The Centers sponsor training and seminars on such topics as business plan development, marketing and financial planning.

NW Women's Business Center

co-located with EDC Snohomish County 728 - 134th Street SW, Suite 219 Everett, WA 98204 425-787-9856

Counseling: 9 am - 6 pm daily Orientation: Each Tuesday, 10 am - 11am 2nd Wednesday each month 6 pm - 7 pm

Counties served: Snohomish, Skagit, Whatcom, San Juan, Island and Kitsap counties

Other locations for counseling and orientation:

Island District EDC

402 N. Main Street
Coupeville, WA 98239
425-239-6898 or 360-678-6889
Counseling: 2nd Thursday each month
Orientation: 11 am - Noon

Small Business Development Center

204 W. Montgomery Mt. Vernon, WA 98273 425-239-6898

Counseling: 3rd Tuesday each month Orientation: Noon to 1 pm

San Juan EDC

650 Mullis Street, Suite 203 Friday Harbor, WA 98250 425-239-6898

Counseling: 2nd Friday each month Orientation: 1 pm to 2 pm

Silverdale Chamber of Commerce

3100 Bucklin Hill Road Silverdale, WA 98383 425-239-6898 or 360-692-6800

Counseling: 1st & 3rd Friday each month

Orientation: Noon - 1 pm

SEATTLE WOMEN'S BUSINESS CENTER

1437 South Jackson, Suite 301 16th and Jackson Seattle, WA 98144 206-325-9458, ext. 102

Counties served: King County

Counseling hours:

9 am - 7 pm, Tuesday to Thursday 9 am - 6 pm, Monday and Friday Other time available by appointment

FREE Orientation sessions:

1st and 3rd Wednesday at 9 am - 10:30 am 2nd and 4th Wenesday at 6 pm - 7:30 pm

To register call, 206-325-9458 ext. 100

SCORE® Good

DELIVERS GOOD ADVICE...

With more than 11,000 volunteer business counselors, SCORE, Counselors to America's Small Business, provides small business mentoring and advice on the full range of business topics.

Any start-up or existing small business is eligible for SCORE counseling. This is one-on-one or team counseling, confidential and free. A business is not required to have an SBA loan or even be operational. Pre-business counseling is an important part of SCORE services. Counselors are committed to helping business succeed on their own terms. This includes counseling on financial options, business strategy, marketing tactics, product development, cash flow, management and much more. In addition providing counseling at the locations listed below, many counselors also counsel on-site, or do online or telephone counseling directly from their homes or offices.

COUNSELING IS FREE BY APPOINTMENT

Monday - Friday, 9 am to 4 pm (Hours may vary depending on location)

Bellingham Chapter - www.score591.org

101 E. Holly Street Bellingham, WA 98225 360-676-3307

Tacoma Chapter

1101 South Yakima Avenue, Room M-123 Tacoma, WA 98405 253-680-7770

Seattle Chapter - www.seattlescore.org

1200 Sixth Avenue, Suite 1700 (corner of Sixth and University) Seattle, WA 98101 206-553-7320 or 1-877-732-7267

ADDITIONAL COUNSELING LOCATIONS

are located throughout
Western Washington - see page 32

Counseling available on-line www.score.org

Available 24 hours a day, 7 days a week, from the comfort of your home or office.

...AND WORKSHOPS WITH A DIFFERENCE

SCORE workshops are aimed strictly at small businesses with information presented in a uncomplicated, non-technical manner. They are conducted by men and women "who have been there and done that." They will share their failures, as well as, their successes.

Starting New Business - Learn how to start your business with the right legal, tax, insurance, and accounting advice. You'll also discover how to start your planning, financing and marketing programs. This workshop is a must for those planning to start or just underway. Wednesday - Jan 9, Feb 6, Mar 6, Apr 10, May 8, Jun 5, Jul 18, Aug 7, Sep 19, Oct 17, Nov 6, Dec 4

Building A Business Plan - Learn how your business plan will help you succeed where others have failed. See how a marketing plan produces solutions for pricing, competition and other issues. Understand small business operations, finance and the importance of cash flow. Wednesday - Jan 16, Feb 20, Mar 13, Apr 17, May 15, Jun 12, Jul 17, Aug 15, Sep 18, Oct 16, Nov 14, Dec 12

Raising and Using Money - Learn the ins and outs of borrowing and obtaining equity. Understand the role of bankers, and the SBA programs available. Learn how to manage your equity and cash flow. Study cost and break-even analysis and how to best use your money. Wednesday - Jan 23, Mar 20, May 22, Jul 24, Sep 25, Nov 20

Marketing and Sales Techniques for Small Business - Develop your own marketing strategy and your market plan. Learn about advertising, PR, and market researc, as well as how to successfully sell your products and services. A sound marketing program is key to a successful small business. Wednesdays - Feb 13, Apr 24, Jun 19, Aug 21, Oct 2, Dec 10

E-Business: Doing Business in the 21st Century - Examine trends and learn about opportunities to use electronic information technology in your business by approaching eBusiness from the top down. This includes best practices for operationand management of an eBusiness, plus planning and risk issues as seen by industry experts. This is suggested as a pre-requisite for the e-commerce workshop. *Thursdays - Feb 7, Apr 4, Jun 6, Aug 8, Oct 3, Dec 5*

E-Commerce: Adding Internet Marketing to Your Business - Learn how to buy and sell online, as part of your overall business marketing program by approaching e-commerce from the bottom up. This includes both consumer and business transactions, online sales techniques and internet marketing practices. Learn how to manage financial transactions by individuals and companies. *Thursdays - Jan 10, Mar 7, Apr 25, Jul 11, Sep 12, Nov 7*

WORKSHOP LOCATION

SBA Business Enterprise Center 1200 Sixth Avenue, Suite 1700 Corner of Sixth and University in downtown Seattle

Registration Workshop 7:45 - 8:15 am to 4 pm

Cost per workshop includes lunch and materials

\$60 pre-registered - \$70 at the door if space permits \$50 additional firm or family member pre-registered \$160 any 3 workshops or \$289 complete series of 6 workshops VISA, MasterCard, personal check, and cash accepted.

For more information or to register Call 206-553-7320 or 1-877-732-7267 www.seattlescore.org

SMALL BUSINESS **DEVELOPMENT CENTERS** (SBDC)

Washington State University

Lead Center: 601 W. First Avenue Spokane, WA 99201-3899 Carolyn Clark, State Director 509-358-7765, clrk@wsu.edu

The SBDC program delivers professional business counseling, quality training classess and seminars, and up-to the-minute research services for existing small business that want to improve or expand their current operations. The program is sponsored by the SBA in partnership with the higher education community and the private sector.

At Centers throughout Washington State, business development specialists, who have owned and managed a wide variety of small businesses, provide oneon-one counseling to small business owners at no charge. SBDC specialists advise clients on financial, marketing, production, organizational, engineering and technical issues, as well as assisting with feasibility studies.

www.wsbdc.org/

Auburn: Green River Community College

108 S. Division Street, Suite A Auburn, WA 98001-5316

Deanna -Keener, 253-333-1600, Ext 18; dburnett@grcc.ctc.edu

Bellevue: Bellevue Community College

3000 Landerholm Circle SE Bellevue, WA 98007-6484

Corey Hansen, 425-564-2888; chansen@bcc.ctc.edu

Bellingham: Western Washington University

119 N. Commercial, Suite 195 Bellingham, WA 98225-4455

Tom Dorr, 360-733-4014; tom.dorr@wwu.edu

Bremerton: Olympic College

605 4th Avenue

Bremerton, WA 98337-1699

Susan Segler, 360-478-4839, ssegler@oc.ctc.edu

Centralia: Centralia Community College

600 W. Locust Street Centrailia, WA 98531 360-736-9391

Chehalis: Lewis County EDC

1611 N. National (POB 916)

Chehalis, WA 98532

David Baria, 360-748-0114; dbaria@localaccess.com

Everett: Edmonds Community College

Quadrant I-5 Corporate Park 728 134th SW, Suite 128

Everett, WA 98204-5322

Ron Battles, 425-640-1468; rbattles@edcc.edu

Mt. Vernon: Economic DevAssociation of Skagit Valley

204 W. Montgomery

Mt. Vernon, WA 98273

Ryan Patrick, 360-336-6114; ryan@skagit.org

Olympia: South Puget Sound Community College

721 Columbia Street SW

Olympia, WA 98501

Doug Hammel, 360-753-5616; douglashammel@olywa.net

Port Angeles: Clallam County EDC

102 East Front Street (PO Box 1085)

Port Angeles, WA 98362

Kathleen Purdy, Washington State University

360-417-5657; kpurdy@clallam.org

Port Townsend: Jefferson County EDC

540 Water Street

Port Townsend, WA 98368
Kathleen Purdy, Washington State University 360-344-3078; kpurdy@clallam.org

Seattle: SBA Business Enterprise Center

1200 Sixth Avenue, Suite 1700

Seattle, WA 98101

Michael Franz, Washington State University 206-553-7328; mfranz@connectexpress.com

Seattle

3600 15th Avenue W., Suite 303

Seattle, WA 98119 Warner Wong, Washington State University:

206-298-4402, wwong@wolfenet.com

Seattle: Community Capital Development

1437 S. Jackson, Suite 301

Seattle, WA 98144

Alice Davis, aliced@seattleccd.com

Tacoma: Tacoma Business Assistance Center

Bates Technical College

1101 South Yakima M-123

Tacoma, WA 98405

David Young, Washington State University 253-680-7768; dyoung@bates.ctc.edu

Vancouver: Washington State University

200 SE Park Plaza Drive, Suite 1005

Vancouver, WA 98684

Janet Harte, 360-260-6372; harte@vancouver.wsu.edu

AGRICULTURE: Crops and livestock (except beef cattle feedlots and chicken egg farms) - 3 fiscal year average annual receipts do not exceed \$750,000.

Beef Cattle Feedlots \$1,500,000
Chicken Egg Farms \$9,000,000
Ornamental Nursery Products \$750,000
Animal Aquaculture & Animal Specialty Farms
Agricultural Services-Planting, Harvesting, etc. \$5,000,000
Fishing, Hunting, & Trapping \$3,000,000

CONSTRUCTION: General construction size standard is \$27.5 million average annual receipts for the past three fiscal years. Size standard for special trade contractors is \$11.5 million average annual receipts for the past three fiscal years.

TRANSPORTATION: Considered small if average annual receipts for the past 3 fiscal years do not exceed the specified amount:

Passenger Transport - Bus Service	\$5,000,000
Trucking	\$18,500,000
Storage/Warehousing	\$18,500,000
Travel Agencies	\$1,000,000
Freight Forwarding	\$18,500,000
Tour Operators	\$5,000,000
Water Transportation - frieght or passenge	er 500 Employees
Air Transportation/Air Courier 1,5	500 Employees

MANUFACTURING: A business primarily engaged in manufacturing is considered small if its average number of employees does not exceed 500 over the preceding completed 12 calendar months (with some exceptions up to 1,500 employees).

SERVICE: A concern primarily engaged in a service industry is considered small if its average annual receipts do not exceed \$5,000,000 for the past three fiscal years.

Sample Exceptions	
Dry Cleaning Plants	\$ 3,500,000
Power Laundry/Linen Supply	\$10,500,000
Car/Truck Rental	\$18,500,000
Security, Detectives, and	
Armored Car Service	\$ 9,000,000
Engineering Services	\$ 4,000,000
Building Cleaning & Maintenance	\$12,000,000
Computer Programming	\$18,000,000
/Software/Data Processing	
Accounting, Auditing, Bookkeeping	\$ 6,000,000

RETAIL: In most industry classifications, a retail concern is considered a small business if its average annual receipts do not exceed \$5,000,000 for the past 3 fiscal years.

Sample Exceptions	
Mobile Home Dealers	\$ 9,500,000
Department Stores	\$20,000,000
Variety Stores	\$ 8,000,000
Grocery Stores	\$20,000,000
Gasoline Service Stations	\$ 6,500,000
Motor Vehicle Dealers (New)	\$21,000,000
Motor Vehicle Dealers (Used)	\$17,000,000
Most Clothing Stores	\$ 6,500,000
Household Appliance Stores	\$ 6,500,000
Radio & TV Stores	\$ 6,500,000
Fuel Oil Dealers	\$ 9,000,000

WHOLESALE: A concern primarily engaged in wholesaling is considered small if its average number of employees does not exceed 100 over the preceding completed 12 calendar months (500 for government procurement of supplies).

SBA Small Business Size Standards

SBA regulations define what is considered a "small" business concern for purposes of obtaining financial, managerial and government contract procurement assistance.

Under the size criteria, one set of standards for each industry applies to all SBA financial and government contract procurement programs. Each North American Industry Classification System Code (NAICS) has a specific industry size standard.

For complete rules, see Code of Federal Regulations, Chapter 13 Part 121. Available at the Government Bookstore, Jackson Federal Building, 915 2nd Avenue, Seattle, or at the Seattle Public Library

Questions about specific industries not listed? Call 206-553-8546

www.sba.gov/size/

www.sba.gov

SBA's homepage provides detailed information on SBA programs and services available.

www.sba.gov/wa/seattle/

The SBA District Office homepage covers information on what's happening in Western Washington.

www.access.wa.gov

The Washington State homepage offers excellent information for those just starting a business. Topics of interest: licensing, taxes and employment.

www.businesslaw.gov

Legal & Regulatory Information for America's Small Businesses - Educate yourself on your state and local laws, including hiring and managing employees.

www.irs.gov/smallbiz/

Internal Revenue Service

www.score.org

National SCORE Office (Service Corps of Retired Executives)

www.wsbdc.org/

Small Business Development Centers

www.secstate.wa.gov/

Office of the Secretary of State

www.dor.wa.gov

Washingtom Dept. of Revenue

www.wa.gov/lni/

Washington Dept. of Labor & Industries

www.wa.gov/esd/

Washington Employment Security Department

www.access.wa.gov/business/awcommerce.asp

Lists Chambers of Commerce in Washington State

www.wa.gov/esd/lmea/

Washington State Salary Survey

www.onlinewbc.gov

Combined expertise of more than 65 women's business centers across the country.

www.business.gov

The U.S. Business Advisor provides businesses with one-stop access to federal government information, services, and transactions.

Information at your fingertips 24 hours a day, 7 days a week

Selecting the Right Legal Structure for Your Company

by Lorri A. Dunsmore

After deciding to start a new business, the next decision is choosing the most appropriate form for that business. The choice you make will impact your taxes, the number of tax returns you file, your degree of liability protection and much more.

In Washington state, you have seven main options: a sole proprietorship, a general partnership, a limited partnership, an S corporation, a C corporation, a limited liability company and a limited liability partnership. After briefly describing the first five options, I will focus on Washington's newest entities, limited liability companies and limited liability partnerships.

Sole Proprietorship

If you do not form any entity, you are effectively operating a sole proprietorship. A sole proprietorship is the simplest form of doing business since no new legal entity is created. A sole proprietorship has no formation costs, no additional tax returns, no cumbersome structure and no legal fees.

On the other hand, as a sole proprietor, you are directly responsible for all of your acts and the acts of your employees. For that reason, unless you are confident that your liability exposure is small or that you are adequately insured, you may want to consider forming an entity that provides you with liability protection. As a sole proprietor, all profits are immediately taxed to you and will be reflected on Schedule C of your personal tax return.

Partnerships

Another frequently used business structure is a partnership. Partnerships must have two or more partners. Typically, the partners enter into a partnership agreement that governs their relationship; that is, how profits and losses will be shared and cash distributed, how the partnership will be managed and other important items. Since a limited partnership is a statutory entity, a Certificate of Limited Partnership must be filed with the Washington Secretary of State's Office to create the partnership. In addition to being relatively easy to form, a partnership does not create an extra layer of tax for the partners. Because income and loss flow through the partnership to the partners, all income is taxed only once. Although the partnership must file an informational tax return, profits and losses are reflected on the personal tax returns of the individual partners.

In a general partnership, all partners are personally liable for the debts of the partnership. For this reason many persons prefer to form *limited partnerships*. In a limited partnership there are two classes of partners: *general partners* and *limited partners*. The general partners operate the partnership and are personally liable for the debts of the partnership (similar to partners in a general partnership). The limited partners cannot participate beyond their investment in the partnership.

Corporations

One of the most popular structures for a new business is a corporation. Like a limited partnership, a corporation is a separate legal entity. For federal income tax purposes, there are two types of corporations: *C corporations* and *S corporations*.

In a C corporation, profits are taxed twice. Profits are first taxed at the corporate level and then again when profits are distributed to the shareholders. This can make a C corporation a very expensive structure to use from a tax perspective. However, if most of the profits of the C corporation can be paid to the shareholders in the form of salaries and bonuses, the double tax burden may be decreased.

For tax purposes, an S corporation is somewhere in between a partnership and a C corporation. Profits and losess will flow through the corporation and be taxed on the personal income tax return of the shareholders. This means that the double-level tax of a C corporation is reduced to a single-level tax. Unfortunately, not all corporations qualify as S corporations. For instance, an S corporation can only have one class of stock, must have less than 35 shareholders and must not have another corporation or a partnership as one of its shareholders.

Limited Liability Companies (LLC)

An increasingly popular alternative to S corporations and partnerships is a limited liability company. LLCs combine the favorable features of S corporations and partnerships in one entity. Similar to shareholders in a corporation, members in an LLC are not personally liable for the debts of the entity. Similar to a partnership, the profits of the LLC will generally only be subject to a single layer of tax.

The reason an LLC will generally only be subject to a single layer of tax is that the Internal Revenue Service typically will view an LLC as a partnership for tax purposes if it has certain partnership characteristics (e.g., decentralized management, no transferability of membership interests, etc.).

Like limited partnerships and corporations, LLCs are statutory entities. In order to create an LLC, a Certificate of Formation must be filed with the Washington Secretary of State's office. An LLC agreement governing the operations of the LLC should also be prepared. The flexible nature of Washington's statute makes it critical that the LLC agreement be reviewed by your tax advisor.

Limited Liability Partnerships

Limited liability partnerships (LLPs) have only recently been introduced in Washington. An LLP is created by filing an LLP Certificate with the Washington Secretary of State's Office. An LLP Certificate can be filed by either a general or a limited partnership. A partner in an LLP is not liable for claims arising from wrongful acts of another partner or employees and others affiliated with the LLP. This liability protection does not extend to partner's own wrongful acts or the wrongful acts of any person under his or her direct supervision. Furthermore, if the LLP provides professional services, the LLP is required to carry a specified amount of insurance. An LLP does not provide as complete liability protection for its owners as an LLC.

When starting a new business, you have many types of structures from which to choose. Before you make the decision regarding the best structure for you, consider the advantages and disadvantages of each in connection with your business venture.

Lorri A. Dunsmore is a business and tax lawyer in Perkins Coie's Seattle office.

Do you need legal help?

www.BusinessLaw.gov

Legal & regulatory information for America's small businesses - all in one place, 24 hours a day

Washington State Bar Association

www.wsba.org

Seattle/King County 206-623-2551

Tacoma/Pierce County 253-383-3432

To register a corporation or limited partnership contact:

Office of the Secretary of State www.secstate.wa.gov/

Corporations Division 505 E. Union, 2nd Floor PO Box 40234 Olympia, WA 98504-0234 360-753-7115

Do you need a Business Plan? Yes!

A busines plan gives you a path to follow. It can help make the future what you want it to be, with goals and action steps to guide your business through turbulent economic cycles.

A business plan lets your banker in on the action. By reading the details of your business plan, your lender gains insight into your situation that will help determine whether or not to lend you money.

A business plan provides a way to communicate your operations, goals, and business philosophy to personnel, suppliers and your other business contacts.

A business plan develops you as a manager by making you construct a clear "blueprint" of your business venture.

While there is no single best format for a business plan, this one has been used successfully by thousands of small business owners. Modify the following format to suit your needs.

START WITH THE BASICS

☑ Executive Summary

Summarize your plan in two pages or less. Make it enthusiastic, professional, complete and concise. Include the goals and objectives of the business. If applying for a loan, state the amount desired.

If you had five minutes to explain the basics of your business to an investor, what would you say? That is what goes in the summary. Write this section last.

☑ Company Description

Give a brief company history.
What does your company do?
What are your products?
Who are your customers?
Where are you located?
What are your key strengths?
Is your industry or market growing?
Who are the owners?
Is the firm a proprietorship, partnership, or corporation?

☑ PRODUCTS AND SERVICES

What are your products (or services)?
Price and quality levels?
Distribution channels (i.e., how are products moved to the customers)?
Major competitors?
What makes your products particularly attractive?

☑ Marketing

(NOTE: In this section, be as specific as possible. Use statistics and numbers, and note your sources. Too many marketing plans are just enthusiastic fluff).

Product

Describe your product or service from your customer's point of view.

What do customers like and dislike about your products, services, and company?

Why do they patronize you?

What services are offered as part of the product (delivery, service, warranty, support, refund offers)?

■ Economics

What are the characteristics of your industry: growing, declining, changing?

What is the size of your market?

What is your share of the market?

Is it growing?

What is the demand for your product?

Are more firms entering?

What are the barriers to entry? Is it becoming more competitive; are profits being squeezed?

Customers

Identify your customers, their characteristics, their location.

Why will they patronize you?

What do they like about your company?

Competition

List your major competitors.

Describe their size, location, reputations.

Compare your goods and services with theirs.

What are their major advantages?

What are yours?

Strategy

What is your pricing policy? Why? How do you promote, advertise, and sell? How do you distribute or deliver your products/services? What customer services will you offer? Relate your strategy to prior discussions of Product. Economics, Customers, and Competition.

☑ Sales Forecast

Now that you have written a description of your market, you need to do a detailed forecast of sales, by department, month by month, for the coming year.

☑ OPERATIONS PLAN

Production

Methods of production, product development, quality control, inventory control.

Location. Describe the physical location and explain why it is appropriate. Is it leased or owned?

■ Credit Policies

Do you sell in credit? What terms? How do you check credit? Collection policies?

Personnel

Number and type of employees. Pay and personnel policies. Do you have position descriptions and training programs?

Inventory

How much? What is its value? List major suppliers. Do they extend credit? Who pays freight? Do they give discounts?

Legal Environment

Licensing, bonding, permits, insurance, zoning, government regulations, patents, trademarks, copyrights.

☑ Management and Organization

Who has management responsibilities?
Resumes of all key managers.
Position descriptions for key employees.
List important advisors, such as attorney, accountant, banker, insurance agent, and advisory board or board of directors, if you have one.

☑ Personal Financial Statements

Include personal financial statements of all owners and major stockholders.

☑ STARTUP EXPENSES AND CAPITAL

Carefully research your startup expenses: keep notes to document your numbers, Organize your figures by dividing startup expenses into major categories. We suggest:

Buildings/Real Estate - Leasehold Improvements Capital Equipment - Location & Admin. Expenses Advertising & Promotion - Opening Inventory Other Expenses - Contingencies - Working Capital

The contingency category is a way of allowing for costs which cannot be foreseen no matter how thorough your planning. Experienced entrepreneurs suggest you add 15% to 20% to your estimated expenses to allow for them.

Working capital is money needed to operate and pay bills while the business gets going. A carefully planned cash flow projection is the only good way to estimate working capital needs. Starting without adequate working capital will ensure early failure of the business.

If this is a startup, you must also show the sources of capital. Sources could include you, your partners or investors, private lenders, your bank, and perhaps equipment leases.

☑ FINANCIAL HISTORY

If yours is an established firm, include financial statements for at least the past three years as an appendix to the plan.

Our computer template includes a spreadsheet on which these historical statements can be condensed and laid out side by side for comparison. It is a good idea to include some key ratios in addition to the raw numbers. Current ratio, Debt to net worth, Return on equity, and Inventory turnover are a few useful basic ratios.

Include an aging of accounts receivable, showing the total amount owing you from customers, and how much is current, 30 days past due, 60 days, 90 days, and over 90 days past due.

Do the same for accounts payable.

✓ PROJECTED BALANCE SHEET

Your plan should include a projected balance sheet showing assets (things owned), liabilities (debts), and owner's equity. If yours is a startup business, the balance sheet should show your financial position on opening day. Existing firms should do a projected year-end balance sheet.

If you are using the business plan to apply for a loan, prepare a pro-forma balance sheet projecting your financial position as of the day after the loan.

☑ 12-Month Profit Projection

In many ways, this is the capstone of your whole business

plan. This is where it all comes together, where you show in detail how your company will make a profit. Start by projecting sales month by month for the coming year. Break monthly sales into categories or departments; for example: by product type, customer group, geographic territory, or different contracts or projects. A projection built up in this fashion will be more accurate than just guessing total sales for the month. Your Marketing Plan should be the basis for these projections.

Now estimate the Cost of Goods Sold (COGS) for each category of sales for each month. COGS are those expenses directly related to producing or purchasing the product/service you sell. For example: for retailers, COGS is the cost of buying merchandise; for manufacturers and construction, it is direct production labor and materials; for services businesses, it is production labor and materials. Breaking COGS down into departments will help you see which parts of the business deliver the most profit per sales dollar

Now estimate operating expenses month by month for the year. These are necessary expenses which are *not* directly related to buying or making your product/service. They are also known as overhead items. Examples are: telephone, rent, insurance, taxes, and the salaries of office, sales, and management personnel. Use the same categories of expense you use (or plan to use) in the regular Income Statements you get from your accountant. This makes it easier to draw on history in making projections, and it makes it easier to compare your actual statements to your plan as time goes by.

☑ Cash Flow Projection

Your profit projection will show how you intend to prosper by having revenues exceed expenses. Now you must show that you can pay your bills while prospering. Bills are paid with cash, not with profits.

A cash flow projection is basically nothing more than a forward look at your checking account. It is derived from the profit projection, but looks at the financial data in slightly different ways. The fundamental differences are:

- On the income side, a cash flow asks not when a sale is made, but rather when cash is actually collected from the customer.
- On the outgo side, the question is not when an expense is incurred, but rather when the check will have to be written to pay the bill.
- Some items show only on one of the two statements, but not on the other. Depreciation, for example is a real business expense, but not an item of cash flow (you never write a check for depreciation). On the other hand, the principle part of a loan repayment is not an expense (only the interest portion is), but it definitely takes cash out of the business, and therefore needs to be shown on the cash flow projection.

By forecasting the status of your bank account, the Cash Flow tells you whether your working capital reserves are adequate. Budgeting does not create sales or put money in the bank, but it can help put you in control. When you know how much the off season will draw down your account, when you know how much it will take to get started on that new contract, when you begin negotiating that new bank loan months in advance because you can foresee the need, then you have gained a little more control over your own destiny.

All your projections should be based on careful research, not casual guesswork. Keep notes detailing your major assumptions, and attach the notes to your projections.

Business Licensing Made Easy

www.access.wa.gov

There are many types of business licenses, state and local as well as professional. Depending upon what you do and where you plan to operate, most businesses will be required to have a license of some sort.

The State of Washington's one-stop registration process includes a filing a Master Business Application to obtain a UBI number and register a trade name. Getting your business properly licensed is just one of the many challenges of operating a business. The Master License Service (MLS) helps small businesses cut the time and hassle of business licensing.

The licensing requirements of counties and cities vary. Contact your local City Clerk's Office and County Business License Office for more information. You should also check with your local Planning Department to ensure your business site meets appropriate zoning requirements, your local Building Department to obtain permits to construct permanent buildings or additions to existing facilities, and your County Health Department if your business deals with the sale of food.

Department of Licensing Master License Service (MLS)

www.access.wa.gov

405 Black Lake Blvd, Building 2 P.O. Box 9034 Olympia, WA 98507-9034 360-664-1400

You can order a customized Licensing Packet via mail or download information on-line from the *License Information Management System (LIMS)* which includes state licensing requirements for your business operation and referrals to related federal, state and local government agencies.

Unified Business Identifier Program (UBI)

A UBI number is a nine-digit number that is assigned to your business when you apply for a business license through the Master License Service of the Department of Labor, or register with the Departments of Revenue, Labor and Industries, Employment Security, or the Secretary of State. After you complete your application, you can obtain a UBI number at one of the UBI Service Locations (see list) or by return mail.

Department of Labor & Industries Contractor's Registration www.wa.gov/lni/contractors

1-800-647-0982

This license is required for any person to submit any bid offer to do any work as a construction contractor within Washington State. Applications may be obtained from satellite offices of the Department of Labor and Industries throughout Washington State. Submit your application to the satellite office or to the Contractor's Registration Section, Post Office Box 44450, Olympia, WA, 98504-4450. Fee: \$41.75 (also bond and liability insurance coverage).

Specialty & Miscellaneous Licenses

For questions on other licenses required to operate a business in Washington State, call the Business License Service Center.

Application for Business License

Required if the business is located in the city limits or doing business in city limits. Contact the Department of Licenses and Consumer Affairs, your local Chamber of Commerce or local city business license office listed in your local phone book for details.

Everett 425-257-8700 Federal Way 253-661-4072 Seattle 206-684-8484 Tacoma 253-591-5252

Trade Name Search

You can check to see if a trade name you want to use is already registered by requesting a search of the MLS database. If MLS does not find a filing, it does not mean the name is not being used, only that it has not been registered. MLS can also provide information regarding corporations, persons conducting business under a trade name, or verification of business existence. To request a search, call MLS at 1-900-463-6000. The charge is \$4.95 for the first minute and \$.50 for each additional minute. Or send up to three searches and \$4.00 to Department of Licensing, Master License Service, P.O. Box 9034, Olympia, WA 98507-9034.

Business Record Search

MLS can also provide information regarding corporations, persons conducting business under a trade name, or verification of business existence. To request a search, call Master License Service at 1-900-463-6000. The charge is \$4.95 for the first minute and \$.50 for each additional minute. Or, send up to three name searches and \$4.00 to the address on the left side of this page.

UBI Service locations (check your local listing for an office near you)

SEATTLE

Dept. of Revenue

2101 4th Avenue, Suite 1400 206-956-3000 or 1-800-647-7706

Dept. of Labor & Industries

300 West Harrison Street

206-281-5475

Employment Security Dept.

8746 Mary Avenue NW or 200 SW Michigan Street #202 206-706-3801 (Ballard) or

206-766-6300 (Burien)

TACOMA

Dept. of Revenue

3315 S. 23rd, Suite 300 253-593-2722

Dept. of Labor & Industries

1305 Tacoma Avenue Suite #305 253-596-3941

Employment Security Dept.

1305 Tacoma Avenue S #304 253-593-7380

BELLINGHAM

Dept. of Revenue

1904 A Humbolt Street, Suite A Closed 11:30 am - 12:30 pm 360-676-2114

Dept. of Labor & Industries 1720 Ellis Street, Suite 200

360-647-7300

Employment Security Dept. 220 Grand Avenue

360-676-2070

Government Regulations and Your Business

It may be inconceivable to you that your home-based business or part-time enterprise would have to comply with any of the numerous local, state and federal regulations, but in all likelihood it will. Avoid the temptation to ignore regulatory details. Doing so may avert some red tape in the short term, but could be an obstacle as your business grows.

Most businesses in the State of Washington must obtain one or more licenses and permits from local, state and federal agencies. The licenses or permits required for your business will be determined by your type of business, its organizational structure, and location.

☑ FEDERAL REGULATIONS

Internal Revenue Service (IRS) www.irs.gov 1-800-829-1040

The new business owner must be aware of many Federal tax obligations. The IRS has free publications, Taxpayer Service Representatives to answer tax questions, and free tax workshops available to acquaint you with required registrations and tax obligations. IRS has prepared a very helpful free publication called Tax Guide for Small Business (Publication 334).

Call the IRS and request the following information regarding your prospective small business along with Publication 334. Be sure to let them know what your business structure will be: sole proprietorship, partnership, any business with employees, etc.

Self-Employment Tax

Everyone must pay Social Security Tax. If you're self-employed, your Social Security contribution is made through the self-employment tax. An IRS Taxpayer Service Representative can help you determine your self-employment tax responsibilities, and inform you about the necessary paperwork required.

Employer Taxes

If you have employees, you are required to withhold income tax, Social Security

(FICA), be liable for the employer's portion of Social Security taxes and pay federal unemployment tax under certain circumstances. Nonpayment of federal taxes can result in audits, penalties, difficulties obtaining bank financing, and closure of your business.

Contact the IRS to obtain a Taxpayer Identification Number. You will also need to figure out how best to report earnings and pay your business taxes. The IRS may seem like a complicated maze, but there are publications, counselors and workshops available to help you.

Tax Questions?

Taxpayer Service at 800-829-1040 To Order Forms call: 800-829-3676

IRS Forms and Publications

Sole Proprietorship

Publications: 334, 505, 533, 583, 910 Forms: 1040 ES, 1040 Schedule C, 1040 Schedule SE

Partnership

Publications: 334, 505, 541, 910 Forms: 1040 ES, 1065 Schedule K=1, 1040 Schedule SE, SS-4

Corporation

Publications: 334, 542, 910

Forms: SS-4 S Corporation

Publications: 15, 589

Forms: SS-4, W-4, 940, 941

Any Business With Employees

Publications: 15, 509, 937 Forms: SS-4, W-4, 940, 941

Special Needs

Alcohol Beverages: Forms 11, ATF Publication 101, 510

Excise Tax: Form 720, Publications 509,

510

Independent Trucking: Form 2290,

Publication 349

Social Security Administration www.ssa.gov/svcs.htm

1-800-772-1213

Nearly all employees, employers and selfemployed persons are required to participate in the social security program. Employers are required to withhold a fixed percentage of employee wages, match each employee's contribution and make periodic deposits to the IRS. Forms are available from the IRS. Selfemployed persons must also make contributions.

Wage Reporting Guide for Employers Help with all your wage filing responsibilities Toll-Free Number for Employers

-- Got a wage reporting question or problem? Call our Employer Reporting Service Center at **1-800-772-6270**.

☑ STATE REGULATIONS

Dept. of Licensing www.access.wa.gov

Master License Service (MLS) 360-664-1400

The state provides new business applicants with a simplified one-stop registration and licensing service. Call the Business License Service Center or stop in at any of the field offices of the Washington State Department of Labor and Industries, or the Department of Employment Security to obtain a Master Business Application.

Dept. of Labor and Industries www.wa.gov/lni

Industrial Insurance Registration 360-902-4817

Required for businesses employing one or more persons. This registration authorizes deductions of medical aid and supplemental pension premiums from employee's wages and establishes premium payment accounts for industrial insurance, supplemental pension and medical aid.

Employment Security Dept. www.wa.gov/esd

Unemployment Insurance Registration 360-902-9360

Required from businesses employing one or more persons. Employers are required to file quarterly reports showing total wages paid, individual employee earnings, social security numbers, hours worked and tax due with payment.

Office of Minority and Women's Business Enterprises (OMWBE) www.omwbe.wa.gov/

P.O. Box 41160, S. Water Olympia, WA 98504-1160 360-753-9693

Seattle Office co-located with SBA 1200 Sixth Avenue, Suite 1700 Seattle, WA 98101-1128 206-553-7356

Manages a state program to increase the participation of bonafide minority and women's businesses in state public works contracting and purchasing of goods and services. Provides certification of qualifying small businesses, conducts compliance reviews and monitors the use of certified firms by state agencies. Applications may be obtained from OMWBE and returned to the address listed above.

Office of the Secretary of State www.secstate.wa.gov/

Corporations Division
505 E. Union, 2nd Floor
PO Box 40234
Olympia, WA 98504-0234
The Corporations Division registers
business-related entities including
domestic and foreign (out-of-state)
corporations, limited partnerships, limited
liability partnerships and limited liability
companies. They also register state-level
trademarks

Telephone: 360-753-7115
Select **Option 1** to order forms
Select **Option 2** for annual reports Select **Option 3** for Corporations Division hours
& location

Select **Option 5** to speak to an information officer TDD: 360-753-1485

Corporate Registration, Profit/Nonprofit Corporations 360-753-7115

Applicants for incorporation in Washington State MUST file with the Corporate Division, Secretary of State's Office, 505 East Union, Post Office Box 40234, Olympia, WA 98504 - 0234. (This does not relieve applicants from responsibility of also registering with state taxing authorities).

Department of Revenue http://dor.wa.gov/

Telephone Information Center 1-800-647-7706

Required by everyone engaged in any business activity within Washinton State. Covers state gross receipt taxes (Business & Occupation, Public Utility) as well as state and local sales and use taxes.

Tax Express

1-800-334-8969 Get answers to your most common tax questions 24 hours a day.

Fast Fax

1-800-647-7706 or 360-786-6116 Select from 100 forms, publications, administrative rules and have them directly faxed.

Toll-free telephone numbers

Taxpayers who have questions or need assistance completing tax returns may call the Telephone Information Center at 1-800-647-7706. Teletype (TTY) users please call 1-800-451-7985.

Copies of publications, laws and rules Available at a local Revenue office.

telephone information center or at http://dor.wa.gov.

Business Information Workshops:

For information on one-stop workshops on licensing and tax reporting in Washington, cosponsored by the Departments of Revenue, Licensing, Labor and Industries, and Employment Security, contact the Telephone Information Center.

New Business Outreach (NBO) Workshops

To sign up for Revenues workshops covering business registration, reporting, tax laws and rules, and recordkeeping requirements, contact the Revenue office nearest you.

☑ County Regulations

Partnership Recording

(General Partnerships only) If the business is a general partnership, persons starting the partnership should have a written partnership agreement and a buy/sell agreement. A review of your written agreement by your attorney is recommended. Contact your County Recording Office for information on filing procedures.

King 206-296-1570

www.mtrokc.gov/recelec/records Snohomish 425-388-3483 www.co.snohomish.wa.us/auditor/ Pierce 253-798-3189 www.co.pierce.wa.us/auditor

Application for Certificate of Registration

County registration is required for some businesses. Call your <u>county Business</u> <u>License Office</u> to see if your business needs to be registered. If your county is not listed below, consult the county listings in your local phone book.

King County 206-296-3504 Pierce County 253-798-7445 Snohomish County 425-388-3388

The Electronic Filing System (ELF)

ELF was developed by the Washington State Department of Revenue. This free, easy-to-use system walks filers through a customized return, calculates taxes automatically, flags errors and omissions before a return is filed, and provides instant online access to the latest tax information. Solid security protocols protect sensitive business information by encrypting it prior to transmittal. ELF's electronic funds transfer feature lets taxpayers file their tax returns early, but postpone payment until the due date. This file-and-forget feature means taxpayers can get their return completed ahead of the filing deadline without having to remember to mail the return by the due date. ELF also provides a printed copy of the return and an electronic confirmation receipt

Of particular relevance to tax preparers is a feature that lets the preparer use ELF to complete the return online, then save it to the Department of Revenue site for the taxpayer to review and approve. The taxpayer then files the return and authorizes payment using a password and secure server. This can be a real time saver, particularly when a preparer is juggling several returns on deadline and businesses want to review their returns thoroughly before approving them.

Even businesses that don't use professionals to prepare their returns can benefit from ELF. In fact, these taxpayers arguably can benefit the most because they presumably make the most mistakes in filling out paper returns. These "out-of-balance" returns are the bane of taxpayers and the Department of Revenue alike because they require time-consuming reworking of returns, usually months after the fact.

ELF is well worth checking out. To find out if you qualify, visit the Department's web site at http://dor.wa.gov or call toll-free 1-877-FILE ELF (1-877-345-3353).

Protecting Your Intellectual Property

☑ COPYRIGHTS

http://lcweb.loc.gov/copyright

Copyright is a form of protection provided by the laws of the United States (Title 17, U.S. Code) to the authors of "original works of authorship, "including literary, dramatic, musical, artistic, and certain other intellectual works. This protection is available to both published and unpublished works.

Written inquiries:

U.S. Copyright Office Library of Congress 101 Independence Avenue SE. Washington, DC 20559-6000 Public Information Office 202-707-3000 Forms Hotline 202-707-9100 Fax-on-Demand 202-707-2600 TTY 202-707-6737

☑ TRADEMARKS

"Brand name" is a synonym for "trademark". Trademarks distinguish one firm's cornflakes or four-wheel-drive station wagons from anothers. Without them, consumers could not buy products they like or avoid those they don't like. Trademarks may be words, logos or other symbols. They may even be sounds, three-dimensional symbols (such as the well-known McDonald's golden arches) or colors.

Trademarks are not copyrights or patents. They cannot be used to prevent one firm from copying the goods or services of another, nor from selling its goods or services under a common descriptive (or generic) name.

PATENTS

A patent is an exclusive property right to an invention and is issued by the Commissioner of Patents and Trademarks, U.S. Department of Commerce. It gives an inventor the right to exclude others from making, using, or selling an invention for a period of 17 years in the United States, its territories, and possessions.

NEED MORE INFORMATION?

U.S. Patents and Trademark Office www.uspto.gov

Washington, DC 20231 Patent & Trademark Office Arlington, VA 703-308-4357 or 1-800-786-9199

Government Bookstore, Seattle, WA 206-553-4270

Patents

For literature, procedures, and a list of patent agents and attorneys in your area, check prospective companies in your field of invention through the Thomas Register of Industry, a standard guidebook normally available at all libraries. A book entitled, "General Information Concerning Patents," is available for purchase (currently \$4.25) through the U.S. Government Bookstore.

Trademarks

Literature, procedures, and application forms for nationwide registration are available through the U.S. Patents & Trademarks Office, Washington, DC 20231. You may also order the booklet "Basic Facts About Trademarks" from the U.S. Government Bookstore in Seattle. The cost for this publication is currently \$4.25.

Statewide trademark registration State of Washington Office of Secretary of State www.secstate.wa.gov/corps 360-753-7115

Office of the Secretary of State Corporate Division - Republic Building 505 East Union, P.O. Box 40234 Olympia, WA 98504-0234 Monday - Friday, 8 am to 4 pm

BusinessLaw.gov

Legal & Regulatory Information for America's Small Businesses

Find answers to your questions - in one place, 24 hours a day, 7 days a week.

Know when to hire a lawyer and how to get the most for your time and money.

Keep up with the changes in laws and regulations

Get answers to frequently asked questions.

Access critical information in plain English on topics ranging from advertising to zoning.

Educate yourself on your state and local laws, including hiring and managing employees.

Check it out!

www.businesslaw.gov

Business Resources

☑ U.S. SMALL BUSINESS ADMINISTRATION

SBA National Answer Desk

1-800-U-ASK-SBA (1-800-827-5722) 9 am to 5 pm, Monday through Friday EST

SBA Seattle District Office www.sba.gov/wa/seattle/

1200 Sixth Avenue, Suite 1700 Seattle, WA 98101-1128 206-553-7310 General Information

Business Assistance Centers

The Center provides a one-stop resource for small businesses and entrepreneurs for business planning, market research, technical assistance and financing. (See page 19 for more information)

Four locations:

Auburn Business Resource Center

Green River Community College 108 South Division, Suite A Auburn, WA 98001-5316 253-333-1600, ext 18 Call for hours of operation

Seattle Business Enterprise Center

1200 Sixth Avenue, Suite 1700 Seattle, WA 98101-1128 206-553-7311 Monday through Friday, 9 am to 4 pm

Skagit Valley Business Resource Center

204 W. Montgomery Mt. Vernon, WA 98273 360-416-7873 Call for hours of operation

Tacoma Business Assistance Center

(located in Bates Technical College) 1101 South Yakima Avenue, Room M-123 Tacoma, WA 98405 253-680-7770 Monday through Friday, 9 am to 4:30 pm

Women's Business Center www.seattleccd.com/wbc/

Provides technical technical training and counseling to women business owners to enable them to acquire the skills needed to make the businesses grow and thrive financially. (See page 19 for more information).

Two locations: Seattle Women's Business Center

1437 South Jackson, Suite 301 Seattle, WA 98144 206-325-9458

NW Women's Business Center

728 - 134th Street SW, Suite 219 Everett, WA 98204 425-787-9856

Office of the National Obudsman http://www.sba.gov/ombudsman/ 1-888-REG-FAIR

ombudsman@sba.gov

In 1996, Congress passed the Small Business Enforcement Fairness Act (SBREFA). This legislation empowers a national Small Business & Agriculture Regulatory Enforcement Ombudsman to receive, substantiate and report to Congress complaints and comments from small business owners regarding unfair regulatory enforcement and compliance activities by federal agencies.

Service Corps of Retired Executives (SCORE)

SCORE, provides FREE one-on-one business counseling and offers workshops for entrepreneurs and small business owners. (See page 21)

Bellingham SCORE Chapter 591 www.scorechapter591.org

101 E. Holly Street Bellingham, WA 98225 360-676-3307

Seattle SCORE Chapter 55 www.seattlescore.org

1200 Sixth Avenue, Suite 1700 Seattle, WA 98101-1128 206-553-7320 - 1-877-SEA-SCORE

Tacoma SCORE Chapter 385

1101 South Yakima Avenue, Room M-123 Tacoma, WA 98405 253-680-7770

Additional SCORE Counseling locations

(time varies depending on location)

Auburn Chamber of Commerce Bainbridge Island Chamber of Commerce Bellevue Library Ballard Chamber of Commerce Bothell Library Bremerton Chamber of Commerce Callam City EDC (Pt. Townsend) Everett Library Everett Private Industry Council Federal Way Library Issaquah Library Kent Library Kirkland Library Maple Valley/Black Diamond Mercer Island North Bend Library Ocean Shores Chamber of Commerce Poulsbo Chamber of Commerce Redmond Chamber of Commerce Redmond Chamber of Commerce Renton Fairwood Library Shoreline Library	253-833-0700 206-842-3700 425-450-1760 206-784-9705 425-486-7811 360-479-3579 360-457-7793 425-259-8000 206-553-7320 253-838-2607 425-392-5430 253-859-3330 425-822-2459 425-432-0222 206-236-3537 425-888-0554 253-289-2451 253-876-3505 360-779-4999 425-885-4014 425-226-0552 206-362-7552

Small Business Development Centers (SBDC) www.sbdc.wsu.edu

The SBDC program delivers training and technical assistance in all aspects of small business management. The program targets existing small businesses that want to improve or expand their current operations. Business development specialists provide one-on-one business counseling without charge. (See page 22 for list of locations).

Federal Information Center 1-800-688-9889

Provides information on a variety of topics to small businesses.

Internal Revenue Service www.irs.gov/bus_info/sm_bus/index.html

Taxpayer Education Office M/S W180 915 Second Avenue Seattle, WA 98174-9902 206-220-5776

IRS reprsentatives provide free one-on-one counseling to help entrepreneurs understand their federal tax responsibilities as employers and new small business owners, help with collection or examination concerns, provide assistance in deling with tax problems, and answer business tax questions. *FREE* tax seminars are also available. (see page 18 for more information)

U.S. Copyright Office www.lcweb.loc.gov/copyright/

General Information 202-707-3000 8:30 am to 5 pm EST, Monday through Friday Forms Hotline 202-707-9100 Fax-on-Demand 202-707-2600

☑ STATE

Association of Washington Business www.awb.org

1414 South Cherry Olympia, WA 98501 360-943-1600 1-800-521-9325

Business membership association that provides a statewide voice to lobby issues that affect businesses in the State of Washington.

Department of Revenue

Business Records Data Base Search - www.dor.wa.gov/ Department of Licensing

Trade Name Search - 1-900-463-6000

(\$4.95 first minute, 50 cents for each additional minute.

Narrow business name search through Department of Revenue database, then confirm business name with Department of Licensing's trade name search.

Department of Licensing Business & Professions Division Master License Service

http://www.wa.gov/dol/bpd/mlsinfo.htm

405 Black Lake Blvd. Olympia, WA 98507-9034 360-664-1400

One-stop licensing and registration for anyone starting a business in Washington State. See page 24 for locations to obtain registration and license forms.

Governor's Small Business Improvement Council www.sbic.wa.gov

P.O. Box 42525 Olympia, WA 98504-2525 360-725-4035

An appointed body of 26 small business owners and legislators with ex-officio members who represent state agencies, business associations, and local chambers of commerce which advises the Governor, State Legislature and State Agencies of regulatory, administrative and legislative proposals that will improve the entrepreneurial environment for small business.

Office of the Secretary of State - Corporation's Division www.secstate.wa.gov/corps/

801Capital Way S. Olympia, WA 98501-0234 360-753-7115

To register a corporation, limited partnership, or trademark at state level. Also provides information packets free of charge.

Washington State Business Resources http://edd-dev.cted.wa.gov/bac/

P.O. Box 42525 Olympia, WA 98504-2525 360-725-4038 1-800-237-1233

Seattle Location:

2001 Sixth Avenue, Suite 2600 Seattle, WA 98121 206-956-3164

The Office of Trade and Economic Development offers one-stop access to the business assistance programs in Washington. Information and help on state regulations, services and licensing, financing and more.

□ CHAMBERS OF COMMERCE

A list of Chambers of Commerce www.access.wa.gov/business/awcommerce.asp

Bellevue Chamber of Commerce www.bellevuechamber.org/

10500 NE 8th Street Suite 212 Bellevue, WA 98004 425-454-2464

Bellingham/Whatcom Chamber of Commerce www.bellingham.com

1435 Railroad Bellingham, WA 98227 360-734-1330

Greater Kirkland Chamber of Commerce

401 Parkplace, Suite 102 Kirkland, WA 98033 425-822-7066

Issaquah Chamber of Commerce

155 NW Gilman Blvd. Issaquah, WA 98027 425-392-7024

Greater Redmond Chamber of Commerce

16210 NE 80th Street Redmond, WA 98052 425-885-4014

Greater Seattle of Chamber of Commerce www.seattlechamber.com/

1301 Fifth Avenue, Suite 2400 Seattle, WA 98101-2603 206-389-7200

Tacoma-Pierce County Chamber of Commerce www.tpchamber.org/

950 Pacific Avenue, Suite 300 Tacoma, WA 98402 253-627-2175

☑ ECONOMIC DEVELOPMENT COUNCILS

Bellingham Whatcom EDC www.bwedc.org

105 E. Holly Street Bellingham, WA 98225 1-800-810-4255 or 360-676-4255

Economic Development Board for Tacoma-Pierce County www.gopierce.org

950 Pacific Avenue, Suite 410 Tacoma, WA 98402 253-383-4726

EDC of Seattle and King County www.edc-sea.org

1301 5th Ave. Suite 2400 Seattle, WA 98101 206-389-8650

The Business Help Center provides a one-stop source of assistance for businesses considering start-up or expansion in King County including: market and demographic information, financing advice, siting assistance, employee training information, licensing and permitting assistance, and more.

EDC of Snohomish County www.snoedc.org

728 134th St. S.W. Suite 219 Everett, WA 98204 425-743-4567

Office of Economic Development (OED) City of Seattle

http://www.cityofseattle.net/economicdevelopment/

700 - 5th Avenue, Suite 1730 Seattle, WA 98104-5072 206-684-8090

Serves as the voice for business within City government.

Washington State Economic Development Councils www.trade.wa.gov/edc.htm

Economic Development Councils across the state provide local business assistance resources, community profiles, business seminars, industrial site information, export assistance, and financing assistance to small businesses that want to expand their operations and entrepreneurs who wish to start a business.

☑ FINANCING OPTIONS

Cascadia Revolving Loan Program www.cascadiafund.org/

1901 NW Market Street Seattle, WA 98107 206-447-9226

A non-profit community loan fund that provides loans and technical assistance to entrepreneurs who are unable to access traditional financing. Cascadia lends to women, minorities, and low-income people, and to businesses which restore or preserve the environment or have strong potential to create jobs. Loans range from \$5,000 to \$50,000.

Center for Economic Opportunity (CEO)

15 N. Broadway, Suite B Tacoma, WA 98403 253-591-7026

CEO, a program of the Metropolitan Development Council, assists TANF and low-income persons of Pierce County to pursue self employment as a means of achieving self-sufficiency. CEO teaches participants the skills required to create small business opportunities and provides access to capital and on-going technical assistance.

Community Capital Development (CCD) www.seattleccd.com

1437 South Jackson, Suite 201 Seattle, WA 98144 206-324-4330

CCD offers counselors on-site to provide services to small businesses which include but are not limited to: general management/marketing assistance, financial planning analysis, and contract procurement assistance. A variety of business loan products are available to businesses located within the Seattle City limits. CCD is an intermediary for SBA Prequalification Program.

SBA 504 Loan Program

Evergreen Community Development Association

900 Fourth Avenue, Suite 2900 Seattle, WA 98164

1-800-878-6613 or 206-622-3731

Uses public and private partnerships to finance fixed assets for small firms and plays a key role in creating and retaining jobs. Loans are packaged by SBA-Licensed Certified Development Companies (CDC's). Most 504 projects are in the \$200,000 to \$2 Million range.

Pierce County - Department of Community Services Economic Development Division

www.co.pierce.wa.us

8815 South Tacoma Way, Suite 202
Lakewood, WA 98499-4588
253-798-7205 or pccommsvcs@co.pierce.wa.us
Offers a variety of programs to assist new and existing
businesses locating or operating in Pierce county. Funding
sources for programs include: Housing and Urban Development,
U.S. Small Business Administration and the Pierce County
Community Investment Corporation.

NW Business Development Association SBA 504 Loan Program

9 South Washington, Suite 215 Spokane, WA 99201 509-458-8555

Uses public and private partnerships to finance fixed assets for small firms and plays a key role in creating and retaining jobs. Loans are packaged by SBA-Licensed Certified Development Companies (CDC's). Most 504 projects are in the \$200,000 to \$2 Million range.

Rural Washington Loan Fund and Trade and Economic Development Office

P.O. Box 42525 Olympia, WA 98504-2525 360-360-725-4028

Provides loans of up to \$700,000 through combined state and federal resources for businesses in distressed rural areas to create new jobs, particularly for lower income persons.

Small Business Investment Company (SBIC) www.sba.gov/inv

General information 202-205-6515

To order a licensing kit or publication 202-205-7589. The SBIC Program for the Small Business Administration is operated directly from the Headquarters office located in Washington, DC. SBIC's are: high risk venture capital, charge high interest rates and licensed by the SBA.

Pacific Northwest Partners - SBIC Washington State Only www.pnwp.com

305 - 108th Avenue NE. 2nd floor Bellevue, WA 98004 425-747-5558 Preferred Investment size - \$1,000,000 Investment Policy - Seed through Later Stage Investment Type - Diversified, Retail, Healthcare, Technology Geographic Preference - Pacific Northwest

SBA Pre-qualification Loan Program www.sba.gov/financing/frprequal.html Intermediaries:

Community Capital Development 206-324-4330 DownHome Washington, 425-743-9669

The program essentially reverses the SBA lending process. An applicant will work with a financial intermediary (listed above) and submit an application to the SBA. Successful applications will have an SBA-guaranteed loan approval which the applicant will then take to a lending institution. If the lending institution decides an applicant is acceptable, the applicant loan will be funded. The SBA prequalification will save the applicant processing time and serve as an incentive to the financial institution to make the loan.

DownHome Washington (Snohomish County Private Industry Council) www.downhomewa.com Intermediary for the SBA Micro Loan Program and SBA Pre-Qualification Loan Program

728-134th Street SW, A-211 Everett, WA 98204

425-743-9669 or info@downhome.wa.com Provides loans funded by the SBA from \$500 to \$35,000 to qualified small businesses in Adams, Chelan, Douglas, Grant, King Kittitas, Klickitat, Okanogam, Pierce, Skagit, Snohomish, Whatcom and Yakima counties.

Washington CASH

(Washington Community Alliance for Self Help) Intermediary for the SBA Micro Loan Program www.washingtoncash.org

1912 E. Madison Street Seattle, WA 98122 206-352-1945 info@washcash.org

Helps people with low-incomes start and grow small businesses, usually out of their homes. Services include: 20 hours of practical business training, credit (loans begin at \$500 and increase in steps to \$5,000), ongoing technical assistance and peer support. Also provides loans funded by the SBA from \$500 to \$35,000 to businesses in King County.

U.S. Department of Transportation WESET

DBE Support Services - Short Term Lending Program 6770 East Marginal Way S.

Seattle, WA 98108

Mary Brown Mason 206-764-5375

Provides short term working capital lines of credit to disadvantaged business enterprises (DBE) which hold or are in the process of obtaining a transportation related contract. Must be DBE certified or a certified SBA 8(a) contractor. Maximum line of credit is \$500,000.

Washington State Linked Deposit Loan Program (LDP) http://edd.cted.wa.gov/bac/mwbd/Linked_Deposit.htm

WA Office of Trade & Economic Development 2001 Sixth Avenue, Suite 2600 Seattle, WA 98121

206-956-3164

LDP is a financing opportunity for certified and minority and women-owned small businesses. There is no maximum individual loan amount, can have terms up to 5 years and the loan rate is two percentage points below the market interest rate.

INTERNATIONAL TRADE \square

ACE Translation Center www.cultural.org

200 West Mercer Street, Suite 504 Seattle, WA 98119 206-217-9644

Professional translation, interpretation and foreign language desktop publishing in over 80 languages for conferences, hitech, internet, legal, manufacturing, marketing, medical and scientific industries.

Center For International Business Education and Research (CIBER) http://depts.washington.edu/ciberweb

University of Washington School of Business Administration P.O. Box 353200

Seattle, WA 98195-3200

206-685-3432

Promotes International educational programs in the Pacific Northwest to encourage international business.

Trade Adjustment Assistance Center

900 Fourth Avenue, Suite 2430 Seattle, WA 98164 206-622-2730

A private, non-profit corporation supported by the Commerce Department. Provides assistance to US manufacturers who have been hurt by foreign imports. Typical services include market studies, engineering surveys, cost reduction programs, product development, management information systems and financial services.

Trade Development Alliance of Greater Seattle www.ci.seattle.wa.us/business/tda/tda.htm

1301 5th Avenue, Suite 2400 Seattle, WA 98101

206-389-7301or tdags@seattlechamber.com

The mission of the Trade Alliance is to promote Greater Seattle, including King and Snohomish Counties, as one of North America's premier international gateways and commercial centers. The Trade Alliance has developed a strategic promotion plan to enhance the identity of Greater Seattle in targeted world markets through marketing publications, trade missions and other activities. The Trade Alliance is establishing working relationships with export promotion, international tourism and international trade and investment organizations to coordinate this marketing.

U.S. Customs Service

www.customs.ustreas.gov/top/contact.htm

1000 Second Avenue, Suite 2100 Seattle, WA 98104-1020 206-553-4678

Primary duties include the assessment and collection of all duties, taxes and fees on imported merchandise, the enforcement of customs and related laws, and the administration of certain navigational laws and treaties.

U.S. Export Assistance Center

www.seattleuseac.org Fourth and Vine Building 2601 4th Avenue, Suite 320 Seattle, WA 98101

206-553-5615

The Center is a cooperative effort of the Commercial Service of the U.S. Dept. of Commerce, the Export Finance Assistance Center of Washington and the U.S. Small Business Administration. Assistance available in accessing and developing an international marketing strategy, providing customized market research, international trade data, leads, and contacts for Trade promotion events, programs and publications. Financing information on export loans, loan guarantees and export credit insurance is also available.

Washington State Office of Trade and Economic Development www.trade.wa.gov

2001 Sixth Avenue, Suite 2600
Seattle, WA 98121
206-956-3131 or trade@cted.wa.gov
Provides services to expand export markets for Washington
products and helps develop new markets for service firms and

Washington State International Trade Fair www.wsitf.org

World Trade Center West 2200 Alaskan Way, Suite 480 Seattle, WA 98121 206-728-9393 or wsitf@wsitf.org

manufacturers.

Aids business participation in international trade fairs by selecting key international and domestic trade shows for business participation, Advises and trains exhibitors, facilitates exhibit design, and coordinates on-site planning.

World Trade Center Tacoma www.wtcta.org

3600 Port of Tacoma Road, Suite #309
Tacoma, WA 98424
253-383-9474 or info@wtcta.org
The mission of the World Trade Center Tacoma is to foster
business and community development by enhancing Washington
State's capacity for international trade. WTCTA provides
assistance to small and medium-sized companies interested or
involved in foreign trade.

✓ Entrepreneurial Resources FOR Women and Minorities

Black Dollar Days Task Force (BDDTF) www.blackdollar.org

116 21st Avenue Seattle, WA 98122 206-323-0534

A nonprofit organization that offers entrepreneurial training, technical assistance, and information and referral services to existing business owners and individuals interested in starting a business. Small loans available through the BDDTF Campaign 5000 Loan Fund.

Minority Business Development Council (MBDC) www.nwmsdc.org

1619 3rd Avenue, Second Floor Seattle, WA 98101 206-441-9558

Creates and develops business opportunities for minority firms with public agencies and private sector corporations. Fosters economic development in the community.

SBA Minority Enterprise Development - 8(a) Program www.sba.gov/med/

1200 Sixth Avenue, Suite 1700 Seattle, WA 98101-1128 206-553-7341

Helps socially and economically disadvantaged individuals enter the economic mainstream, partly through access to federal contracts. (See page 14 for more information).

SBA Women's Business Center http://www.seattleccd.com/wbc/index.htm

1437 South Jackson, Suite 301 Seattle, WA 98144 206-325-9458 ext. 102 e-mail: wbc@seattleccd.com

NW Women's Business Center

728 - 134th Street SW, Suite 219 Everett, WA 98204 425-787-9856

The Center provides assistance to women who are currently in business or thinking about starting a business. You can get help with marketing and financial planning. Attend workshops and seminars targeted to meet your specific needs whether a beginner or seasoned entrepreneur. Financing is available through a variety of sources including the SBA Prequalification Loan Program and Community Capital's in-house loan program.

SBA Women's Network for Entrepreneurial Training Downtown Seattle

By linking you with other women entrepreneurs, the Roundtable allows you to tap into the knowledge, experience and support you need to help your business grow and prosper. It also gives you access to resource partners that can provide additional training and counseling. See page 19 for more information.

Two locations: Downtown Seattle

1200 Sixth Avenue, Suite 1700 Seattle, WA 98101-1288 206-553-7315

Eastside

Bellevue Community College - North Campus 10700 Northup Way - West of 405/520 Intersection 425-885-4014 X22

Washington State Office of Minority and Women's Business Enterprises (OMWBE)

www.omwbe.wa.gov/

Manages a state program to increase the participation of onafide minority and women's businesses in state public works contracting and purchasing of goods and services. Provides certification of qualifying small businesses, conducts compliance reviews and monitors the use of certified firms by state agencies.

Two locations: Olympia

406 South Water Olympia, WA 98504-1160 360-753-9693

Downtown Seattle

Co-located with SBA 1200 Sixth Avenue, Suite 1700 Seattle, WA 98101-1128 Naydu Nosse, 206-553-7356; e-mail seattlebranch@omwbe.wa.gov

PROCUREMENT TECHNICAL ASSISTANCE CENTERS (PTAC)

PTACs provide workshops and training in the field of procurement. Assist in completion of bid documents and other procurement forms. Matches your company with government sale leads.

Metropolitan Development Council

15 N. Broadway, Suite B Tacoma, WA 98403 253-591-7026

Economic Development Council of Snohomish County 728 134th Street SW. Suite 219

Everett, WA 98204 425-743-4567 Ptac@snoedc.org

Economic Development Association of Skagit County

204 West Montgomery P.O. Box 40 Mount Vernon, WA 98273 360-336-6114 www.skagit.org

Bellingham Whatcom Economic Development Council

105 East Holly Street P.O. Box 2803 Bellingham, WA 98227 360-676-4255 or 800-810-4255 Bwedc@bwedc.org

☑ Selling To The Government

SBA Government Contracting www.sba.gov/GC/

1200 Sixth Āvenue, Suite 1700 Seattle, WA 98101-1128 206-553-0390

Encourages government contracts for small firms through PRO-NET System.

Washington State Department of General Administration www.ga.wa.gov/purchase

360-902-7400

Encourages state contracts for small firms.

Minority and Women's Business Development Dept. of Community, Trade and Economic Development

2001 Sixth Avenue, Suite 2600 Seattle, WA 98121 206-956-3164

☑ Surety Bond Companies

Contracting Bonding & Insurance Company Inc.

1213 Valley Street Seattle, WA 98109-0271 800-765-2242 or 206-628-7200

Construction Bonding & Management Services of Washington Inc.

11050 5th Ave. NE. Suite 206 Seattle, WA 98125 800-742-8815 or 206-361-9693

Contractors Bonding & Insurance Co., Inc.

1213 Valley Street Seattle, WA 98125 800-765-2242 or 206-628-7200

Hartford Fire Insurance Company 520 Pike Tower, Suite #1004 Seattle, WA 98101 206-346-0121

Superior Underwriters

2027 152nd Avenue NE. C-24/P.O. Box 97024 Redmond, WA 98052 (P.O. Box ZIP 98073-9724) 800-782-8699 or 425-643-5200

Wolf-Anchor-Rapp, Inc.

P.O. Box 2984 Spokane, WA 99220 800-736-5592 or 509-535-9178

☑ OTHER RESOURCES

Better Business Bureau Western Washington

1000 Station Drive Suite 222 DuPont, WA 98327 206-431-2222

info@thebbb.org

The Better Business Bureau is a not-for-profit, private organization with the goal of maintaining fair and honest business dealings between consumers and businesses in our community.

Business Waste Line

www.metrokc.gov/hazwaste/house/index.htm

Local Hazardous Waste Management Program 130 Nickerson Street, Suite 100 Seattle, WA 98109-1658 206-296-3051

A hotline for businesses with quick answers to your many hazardous waste questions. Open Monday-Friday, 9 am- 4 pm. Calls are free of charge. Sponsored by the King County Solid Waste Division, Seattle Sold Waste Utility, Metro, the Seattle King

County Department of Public Health and 29 suburban cities.

Federal Grant Resources

www.sba.gov/expanding/grants.html

A listing of grants available through a variety of federal, state and local organizations. The SBA does **not** provide grants for starting or expanding the operations of a business.

Catalog of Federal Domestic Assistance www.cfda.gov/

The Catalog is a government-wide compendium of Federal programs, projects, services, and activities which provide assistance or benefits to the American public thatcontains financial and non-financial assistance programs administered by departments and establishments of the Federal government. The primary purpose of the Catalog is to assist users in identifying programs which meet specific objectives of the potential applicant, and to obtain general information on Federal assistance programs.

Executive Service Corps of Washington (ESC of WA) www.escwa.org

1305 Fourth Avenue, Suite 420 Seattle, WA 98101 206-682-6704 or amanda@escwa.org

Management consultants to *NON-PROFIT* organizations. ESC of WA is a group of mostly retired business executives, managers and community volunteers who contribute their broad experience and seasoned judgment to help nonprofit and public organizations statewide. There is a modest fee for services.

Independent Business Association www.ibaw.net/

16541 Redmond Way, Suite 336C Redmond, WA 98052 425-453-8621

The voice of small business in Olympia. Lobbies on behalf of small business. Provides information on laws, regulations, and taxes.

MIT Enterprise Forum of the Northwest www.mitwa.org

1319 Dexter Avenue N. 370
Seattle, WA, 98109
206-283-9595 or www.iba@isomedia.com
Provides emerging businesses, mainly in high tech fields, the opportunity to present their business plans to a panel of experts for review.

National Federation of Independent Business (NFIB) www.nfib.com

4160 Sixth Avenue SE, Suite 201 Olympia, WA 98503 360-786-8675 or 1-800-NFIBNOW

NFIB's purpose is to influence Public Policy at the State and Federal level and be the resource for Small and Independent Business in America.

Seattle Public Library - Small Business Center www.spl.lib.wa.us/

800 Pike Street Seattle, WA 98101 206-386-4645 or 4636

Provides a wide variety of resource material on small business, financing, and international trade. D

Small Business Development Center Federal Technology Resources

Washington State University P.O. Box 644851 Pullman, WA 99164-4851 Joe Harris, harrisj@wsu.edu 509-335-6415

Technology-based companies in Washington can significantly leverage their R&D budgets by accessing the facilities, equipment, inventions and technical expertise available at the federal labs. Recent laws make it easy for businesses to acquire exclusive rights to federal or shared technology. Call for more information on how to utilize the federal technology resources.

Small Business Development Center Innovation Assessment Center

1200 Sixth Avenue, Suite 1700 Seattle, WA 98101 Michael Franz, mfranz@connectexpress.com 206-553-7328

Provides objective evaluations designed to help inventors and small business owners determine the potential commercial success of a new product, process or service. Inventions can be evaluated from the idea phase to fully developed, market-ready prototypes. Patents not required.

The National Center for American Indian Enterprise Development www.ncaied.org

206-365-7735

The NW Native American Business Develop Center provides management assisteance for Native Americans residing in Washington, Oregon, and Idaho. Assistance is available for start-up and expanding businesses.

Washington Manufacturing Services (WMS) www.wamfg.org

8227 44th Avenue, Suite D Mukilteo, WA 98275 1-800-MEP-4MFG 425-438-1146

WMS is a nonprofit company that provides high quality, affordable technical services for Washington manufacturers.

Washington State Bar Association www.wsba.org/ 800-945-WSBA

Lawyer Referral Services Seattle/King County 206-623-2551 or 206-727-8200 Olympia/Pierce County 253-383-3432 or 360-943-9977 Referrals for small firms needing legal help.

Washington Society of Certified Public Accountants www.wscpa.org/

902 140th Avenue NE Bellevue, WA 98005-3480 425-644-4800 or 800-272-8273

Provides referral services for small businesses in need of accounting and financial management assistance.

Washington Technology Center (WTC)

www.watechcenter.org
300 Fluke Hall
Box 352140
Seattle, WA 98195-2140
University of Washington - 206-685-1920
Washington State University - 509-335-3535
Washington State companies and entreprese

Washington State companies and entrepreneurs can leverage their R&D dollars through three WTC funding programs: Entrepreneur's Access (EA), Focused Technology Initiatives (FT), and Research and Technology Development (RTD).

Uniform Code Council, Inc http://www.uc-council.org/ 7887 Washington Village Drive, Suite 300

Dayton, OH 45459 937-435-3870

UPC (Universal Product Code) is an eleven-digit numeric code which identifies a retail consumer package. Contact the number listed above for brochures, application and instructions for completing the application.

Frequently Requested **Numbers**

TO FIND OUT WHAT'S HAPPENING IN WESTERN WASHINGTON VISIT

www.sba.gov/wa/seattle OR CALL 206-553-7310

Bellevue Chamber of Commerce

425-454-2464

Better Business Bureau

Reports business reliability 206-431-2222

Washington State Business **Assistance Center**

State programs to help businesses 1-800-237-1233

Dept of Licensing Business & **Professions Division**

Master License Service State Business Licenses & Name Registration 360-664-1400 - Olympia

Corporate Division / Secretary of State's Office Corporate &

Non-profit Registration 360-753-7115

Department of Labor & Industries

Industrial & Contract Regulations 1-800-647-0982 or 360-902-5800

Department of Revenue

State Taxes - B&O and Sales 1-800-647-7706 or 360-786-6100

Department of Community Trade & Economic Development

206-464-7143

Everett Chamber of Commerce

425-438-1487

Everett Department of Licensing

Everett City Business Licenses 425-257-8700

Everett Economic Development Council www.snoedc.org

Finance Programs & PTAC Center 425-743-4567

Federal Information Center

Forms for Copyrights 1-800-688-9889

Greater Seattle Chamber of Commerce

206-389-7200

Intermed

Automated Data Collections 877-600-3055

Internal Revenue Service Tax information & forms

1-800-829-1040

Procurement Technical Assistance Program

425-743-4567

SBA Business Enterprise Center

206-553-7311 Monday through Friday 9 am to 4 pm

SBA Disaster Area Office

Direct, low-interest SBA loans when disaster damages exceed insurance coverage. 1-800-488-5323

SBA National Answer Desk

1-800-U-ASK-SBA TDD 202-205-7001

WA State Attorney General

206-464-7744 or 1-800-551-4636

Seattle Department of Licensing

206-684-8484

Seattle Library Quick Info

Business Resource Library 206-386-4636

Social Security Administration

800-772-1213

Tacoma Dept. of Licensing 253-591-5252

Tacoma-Pierce County

Chamber of Commerce 253-627-2175

Uniform Codes Council, Inc 937-435-3870

U.S. Customs Service

Taxes on imported goods 206-553-0954

U.S. Government Bookstore

206-553-4270

U.S. Patent & Trademark Office Registration of Patents &

Trademarks 703-308-4357

U.S. Export Assistance Center

206-553-5615

Washington State Office of Minority & Women's Business Enterprises Registration of Minority Owned **Business (OMWBE)**

360-753-9693 (Olympia) 206-553-7356 (downtown Seattle)

Washington State Insurance Commissioners Office

360-753-7300

Washington State Office Public Accountants

800-272-8273

Directions to SBA Seattle and Tacoma Offices

SBA Business Enterprise Center

Park Place Building Corner of Sixth and University downtown Seattle 1200 Sixth Avenue, Suite 1700 Seattle, WA 98121

SBA 206-553-7310 SCORE Desk 206-553-7320 Business Information Center 206-553-7311

I-5 South

Take Union Street Exit (6th & Union). Go one block west follow to 5th Avenue. Turn left on 5th and go to Spring Street, turn east one block to 6th. Turn left on 6th. Go two blocks to 6th & University. Building is located on the right hand side

I-5 North

Take Seneca Street exit (6th & Seneca) at light turn right on to 6th Avenue. Building is directly on the right hand side.

Tacoma Business Assistance Center

(co-located with Bates Technical College) 1101 South Yakima Avenue Room M-123 Tacoma, WA 98042

General Information 253-680-7770

I-5 South

Take the I-705 N/WA-7 S exit, exit number 133, towards CITY CENTER. Merge onto I-705 N Take the A ST. exit on the left towards WA-509 N/CITY CENTER. Keep RIGHT at the fork in the ramp. Stay straight to go onto A Street. Turn LEFT onto S 11TH ST.



THE PLACE TO COME FOR SMALL BUSINESS HELP!

U.S. Small Business Administration 1200 Sixth Avenue, Suite 1700 Seattle, WA 98101-1128 206-553-7311

> 9 am to 4 pm Monday through Friday

We've got the tools you need to start and run a business...

- one-on-one counseling
 - financing options
- training and workshops
- small business library
- minority assistance programs
- women's business assistance
- Internet access for business planning
- guidance on government contracting
- computer software business programs
 - state, federal and local resources

...all in one convenient location

At Small Biz Place NW we save you time by offering a myriad of valuable small business resources - all in one convenient location. Imagine the wealth of assistance you'll receive from seasoned business counselors, no-cost or low-cost training and workshops and representatives from state, federal and local business organizations.

We will walk you through the business start-up process step-by-step or we can help if you own an existing business and want to expand!

More information on page 17.

logo design: chrislee.com